

## Thesis Summary

- i. Full approved thesis title:  
A COMPARATIVE ANALYSIS AND EVALUATION OF THE DURATION PERSPECTIVE IN JAPANESE AND AMERICAN STRATEGIC MANAGEMENT MODELS. A RESEARCH STUDY INTO THE QUESTION OF OPTIMUM TIMEFRAME SELECTION FOR AMERICAN CORPORATE STRATEGIC MANAGEMENT
- ii. Name of candidate:  
B J Tollman
- iii. Degree:  
Doctor of Business Leadership.
- iv. Promoter:  
Professor J J Murphy
- v. Joint Promoter:  
Professor A J Strickland
- vi. Thesis summary:  
The purpose of this research was the evaluation of the American Strategic Duration Perspective, generally accepted and often criticized for being performance based short-termism, to the detriment of its long term economic sustenance.

The study sampled three hundred and thirty one corporate strategic leaders in three categories, namely; American, Japanese and Japanese-American. The survey instrument was a written, cross sectional, questionnaire.

The study evaluated the American Strategic Duration Perspective in contrast to; the Japanese Strategic Duration Perspective, generally accepted as long-termism, secondly, by measuring Japanese-American SDP. adaptation made in relation or response to the American Operating Environment. The traditional Japanese-American Strategic Duration

Perspective is Japanese long-termism. Thus, Japanese-American SDP. adjustment to the American Operating Environment would 'objectively' demonstrate whether the American Strategic Duration Perspective was an appropriate subjective (Japanese-American) perception or not.

The data reflected that not only had the Japanese-American sample become more American in Strategic Duration Perspective, but that the Japanese had themselves shortened their SDP. "independent" of the American Operating Environment. These facts supported the status quo American Strategic Duration Perspective. Further, the shortening of Strategic Duration Perspective by the Japanese sample reflects a broader, global trend toward an increasingly Real-Time strategic management model.

vii. Key terms:

Strategic Management; Strategic Duration Perspective; American Strategic Management; Japanese Strategic Management; Japanese-American Strategic Management; South Africa Strategic Duration Perspective; Strategy Evaluation; Time and Strategic Management; Short Term Strategic Duration Perspective; Long Term Strategic Duration Perspective

**A COMPARATIVE ANALYSIS AND EVALUATION OF THE  
DURATION PERSPECTIVE IN JAPANESE AND AMERICAN  
STRATEGIC MANAGEMENT MODELS. A RESEARCH STUDY INTO  
THE QUESTION OF OPTIMUM TIMEFRAME SELECTION FOR  
AMERICAN CORPORATE STRATEGIC MANAGEMENT**

by

**BRYAN JONATHAN TOLLMAN**

submitted in accordance with the requirements  
for the degree of

**DOCTOR OF BUSINESS LEADERSHIP**

at the

**UNIVERSITY OF SOUTH AFRICA**

**PROMOTER: PROFESSOR J J MURPHY**

**JOINT PROMOTER: PROFESSOR A J STRICKLAND**

**NOVEMBER 1995**

Candidate's Declaration

Student number: 525-490-6

I declare that "A COMPARATIVE ANALYSIS AND EVALUATION OF THE DURATION PERSPECTIVE IN JAPANESE AND AMERICAN STRATEGIC MANAGEMENT MODELS. A RESEARCH STUDY INTO THE QUESTION OF OPTIMUM TIMEFRAME SELECTION FOR AMERICAN CORPORATE STRATEGIC MANAGEMENT" is my own work and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references.

A handwritten signature in cursive script, appearing to read 'B. J. Tollman', written over a horizontal line.

.....  
SIGNATURE  
(Mr B J Tollman)

MAY 1996.  
.....  
DATE

### Thesis Dedication

This thesis is dedicated to my wife Susan and children Hannah, Sadie, Brad and Ruby Tollman. This work represents a personal goal and an example to my children to persist beyond concept; never ever give-up. Remember your life is the culmination of your decisions. Everything is possible for you. I love and respect you.

## Acknowledgements

The field of Strategy and Strategic Management has provided me with a professional and personal life interest. The awesome power of the subject in theory and practice provides a platform for improving the performance of business and society.

The world as I know it today is different from past and future socio-political-economic configurations; yet the human, animal and environmental resources are increasingly under pressure. The most important resource is TIME for it's unassuming role is ultimately, relentlessly the only factor in life.

My thanks go to Professor J J Murphy, Associate Director of the Graduate School of Business Leadership at the University of South Africa, for giving me an opportunity to exhibit my potential in this research, and secondly for taking a personal interest in my research by acting as my thesis promoter.

Professor A J Strickland of Alabama State University, United States of America, for acting as a my international thesis promoter, your commentary improved the quality and relevance of this work, thank you.

Thanks so much to all the respondents of the survey; your response provided the data and inspiration upon which the success of this research is based.

The University of South Africa Library, especially Mrs Lorraini Grobler who supported my reading and literature research from South Africa to the United States of America with highly professional service.

Thanks also to the University of Minnesota and the Wilson Library which provided access to their acclaimed Business Reference Center.

My thanks go to the Center for Survey Research, University of Minnesota, especially Professor Pamela Schomaker for her advise and commentary on my survey questionnaire.

The James J Hill Reference Library of St. Paul Minnesota proved to be a wonderful resource with extraordinary customer service and a comprehensive collection.

My thanks to the wonderful Hennepin County Library System, Minnesota, especially Southdale Library and Trudy Camble for her assistance in researching my topic and locating hard to find international dissertations.

To the writers and researchers collected in the bibliography thank you; your wisdom, effort and dedication is my inspiration.

Last but not least I would like to acknowledge my parents, Ruth and Syd Tollman (CPA), whose persistent support of my slight Dyslexia facilitated this academic achievement.

## Table Of Contents

### CHAPTER 1:

1.0	Introduction To The Research . . . . .	1
1.1	The Research Problem . . . . .	1
1.2	The Subproblems . . . . .	3
1.3	The Hypotheses . . . . .	4
1.4	Definition Of Terms . . . . .	7
1.5	Abbreviations . . . . .	10
1.6	Importance Of The Study . . . . .	11
1.7	Proposed Model . . . . .	17
1.8	Organization Of The Research . . . . .	19
1.9	Scope And Methodology . . . . .	21

### CHAPTER 2:

2.0	Introduction To The Literature Survey . . . . .	23
2.1	Brief Historical Review . . . . .	24
2.2	Theories Of Strategic Management . . . . .	34
2.3	Strategic Duration Perspective And Strategic Management . . . . .	65
2.4	American Strategic Management Model . . . . .	70
2.5	Japanese Strategic Management Model . . . . .	76
2.6	Literature Conclusion . . . . .	81

### CHAPTER 3:

3.0	Research Methodology . . . . .	84
3.1	Survey Respondent Statistics . . . . .	90

### CHAPTER 4:

4.0	Analysis Of The Data . . . . .	93
4.1	Analysis And Interpretation Of The Survey Questions . . . . .	94
4.2	Analysis And Discussion Of The Hypotheses . . . . .	189
4.2.1	Hypothesis One . . . . .	192



4.2.2 Hypothesis Two . . . . .	202
4.2.3 Hypothesis Three . . . . .	209
4.2.4 Hypothesis Four . . . . .	223
4.3 Contribution To The Body Of Knowledge . . . . .	229

## CHAPTER 5:

5.0 South Africa And Strategic Duration Perspective . . . .	231
---	-----

## CHAPTER 6:

6.0 Research Summary And Conclusion . . . . .	238
---	-----

<u>Bibliography</u> . . . . .	245
-------------------------------	-----

<u>Appendix 1: Survey Questionnaire English</u> . . . . .	295
---	-----

<u>Appendix 2: Survey Questionnaire Japanese</u> . . . . .	309
--	-----

<u>Appendix 3: Letter From USA Ambassador To Japan</u> . . . . .	323
--	-----

<u>Appendix 4: Support Of Thesis Subject Matter</u> . . . . .	324
---	-----

<u>Appendix 5: Respondent On Japanese-American Management</u>	325
---	-----

<u>Appendix 6: Letter Affirming Translation Quality</u> . . . . .	326
---	-----

<u>Appendix 7: Letter From Professor A J Strickland</u> . . . . .	327
---	-----

<u>Appendix 8: Research Results Summary For Respondents</u> . .	328
---	-----

<u>Appendix 9: List Of Surveyed Respondents</u> . . . . .	331
---	-----

<u>Appendix 10: Detailed Record Of Survey Data</u> . . . . .	368
--	-----

## List Of Graphs

Graphic Analysis 1:A . . . . .	94
Graphic Analysis 1:B . . . . .	99
Graphic Analysis 1:C . . . . .	105
Graphic Analysis 1:D . . . . .	109
Graphic Analysis 2:A . . . . .	114
Graphic Analysis 2:B . . . . .	119
Graphic Analysis 2:C . . . . .	122
Graphic Analysis 2:D . . . . .	126
Graphic Analysis 2:E . . . . .	131
Graphic Analysis 2:F . . . . .	136
Graphic Analysis 2:G . . . . .	141
Graphic Analysis 2:H . . . . .	148
Graphic Analysis 2:I . . . . .	152
Graphic Analysis 2:J . . . . .	157
Graphic Analysis 2:K . . . . .	161
Graphic Analysis 2:L . . . . .	165
Graphic Analysis 2:M . . . . .	168
Graphic Analysis 3:A . . . . .	173
Graphic Analysis 3:B . . . . .	176
Graphic Analysis 3:D . . . . .	179
Graphic Analysis 3:E . . . . .	182
Graphic Analysis 3:F . . . . .	185
Graphic Analysis 4:A . . . . .	188

## List Of Tables

Survey Response Pattern Table . . . . .	92
Weighted Average Analysis 1:A . . . . .	94
Weighted Average Percentage Sequential Analysis 1:A . . . . .	95
Weighted Average Analysis 1:B . . . . .	99
Weighted Average Percentage Sequential Analysis 1:B . . . . .	100
Weighted Average Analysis 1:C . . . . .	105
Weighted Average Percentage Sequential Analysis 1:C . . . . .	106
Weighted Average Analysis 1:D . . . . .	109
Weighted Average Percentage Sequential Analysis 1:D . . . . .	110
Weighted Average Analysis 2:A . . . . .	114
Weighted Average Percentage Sequential Analysis 2:A . . . . .	115
Weighted Average Analysis 2:B . . . . .	119
Weighted Average Percentage Sequential Analysis 2:B . . . . .	120
Weighted Average Analysis 2:C . . . . .	122
Weighted Average Percentage Sequential Analysis 2:C . . . . .	123
Weighted average 2:D . . . . .	126
Weighted Average Percentage Sequential Analysis 2:D . . . . .	127
Weighted Average Analysis 2:E . . . . .	131
Weighted Average Percentage Sequential Analysis 2:E . . . . .	132
Weighted Average Analysis 2:F . . . . .	135
Weighted Average Percentage Sequential Analysis 2:F . . . . .	136
Weighted Average Analysis 2:G . . . . .	141
Weighted Average Percentage Sequential Analysis 2:G . . . . .	142
Weighted Average Analysis 2:H . . . . .	148
Weighted Average Percentage Sequential Analysis 2:H . . . . .	149
Weighted average data 2:I . . . . .	152
Weighted Average Percentage Sequential Analysis 2:I . . . . .	153
Weighted Average Analysis 2:J . . . . .	157
Weighted Average Percentage Sequential Analysis 2:J . . . . .	158
Weighted Average Analysis 2:K . . . . .	161
Weighted Average Percentage Sequential Analysis 2:K . . . . .	162
Averaged analysis 2:L . . . . .	165
Weighted Average Analysis 2:M . . . . .	168
Weighted Average Percentage Sequential Analysis 2:M . . . . .	169
Weighted Average Analysis 3:A . . . . .	173

Weighted Average Percentage Sequential Analysis 3:A . . . .	174
Weighted Average Analysis 3:B . . . . .	176
Weighted Average Percentage Sequential Analysis 3:B . . . .	177
Weighted Average Analysis 3:D . . . . .	179
Weighted Average Percentage Sequential Analysis 3:D . . . .	180
Weighted Average Analysis 3:E . . . . .	182
Weighted Average Percentage Sequential Analysis 3:E . . . .	183
Weighted Average Analysis 3:F . . . . .	185
Weighted Average Percentage Sequential Analysis 3:F . . . .	186
Analysis 4:A . . . . .	188
Section 1. Question A. American Sample. . . . .	368
Section 1. Question A. Japanese Sample. . . . .	369
Section 1. Question A. Japanese-American Sample. . . . .	370
Section 1. Question B. American Sample. . . . .	371
Section 1. Question B. Japanese Sample. . . . .	372
Section 1. Question B. Japanese-American Sample. . . . .	373
Section 1. Question C. American Sample. . . . .	374
Section 1. Question C. Japanese Sample. . . . .	375
Section 1. Question C. Japanese-American Sample. . . . .	376
Section 1. Question D. American Sample. . . . .	377
Section 1. Question D. Japanese Sample. . . . .	378
Section 1. Question D. Japanese-American Sample. . . . .	379
Section 2. Question A. American Sample. . . . .	380
Section 2. Question A. Japanese Sample. . . . .	381
Section 2. Question A. Japanese-American Sample. . . . .	382
Section 2. Question B. American Sample. . . . .	383
Section 2. Question B. Japanese Sample. . . . .	384
Section 2. Question B. Japanese-American Sample. . . . .	385
Section 2. Question C. American Sample. . . . .	386
Section 2. Question C. Japanese Sample. . . . .	387
Section 2. Question C. Japanese-American Sample. . . . .	388
Section 2. Question D. American Sample. . . . .	389
Section 2. Question D. Japanese Sample. . . . .	390
Section 2. Question D. Japanese-American Sample. . . . .	391
Section 2. Question E. American Sample. . . . .	392
Section 2. Question E. Japanese Sample. . . . .	393
Section 2. Question E. Japanese-American Sample. . . . .	394

Section 2. Question F. American Sample. . . . .	395
Section 2. Question F. Japanese Sample. . . . .	396
Section 2. Question F. Japanese-American Sample. . . . .	397
Section 2. Question G. American Sample. . . . .	398
Section 2. Question G. Japanese Sample. . . . .	399
Section 2. Question G. Japanese-American Sample. . . . .	400
Section 2. Question H. American Sample. . . . .	401
Section 2. Question H. Japanese Sample. . . . .	402
Section 2. Question H. Japanese-American Sample. . . . .	403
Section 2. Question I. American Sample. . . . .	404
Section 2. Question I. Japanese Sample. . . . .	405
Section 2. Question I. Japanese-American Sample. . . . .	406
Section 2. Question J. American Sample. . . . .	407
Section 2. Question J. Japanese Sample. . . . .	408
Section 2. Question J. Japanese-American Sample. . . . .	409
Section 2. Question K. American Sample. . . . .	410
Section 2. Question K. Japanese Sample. . . . .	411
Section 2. Question K. Japanese-American Sample. . . . .	412
Section 2. Question L. American Sample. . . . .	413
Section 2. Question L. Japanese Sample. . . . .	414
Section 2. Question L. Japanese-American Sample. . . . .	415
Section 2. Question M. American Sample. . . . .	416
Section 2. Question M. Japanese Sample. . . . .	417
Section 2. Question M. Japanese-American Sample. . . . .	418
Section 3. Question A. Japanese-American Sample. . . . .	419
Section 3. Question B. Japanese-American Sample. . . . .	420
Section 3. Question D. Japanese-American Sample. . . . .	421
Section 3. Question E. Japanese-American Sample. . . . .	422
Section 3. Question F. Japanese-American Sample. . . . .	423
Section 4. Question A. American Sample. . . . .	424
Section 4. Question A. Japanese Sample. . . . .	425
Section 4. Question A. Japanese-American Sample. . . . .	426

## CHAPTER 1:

### 1.0 Introduction To The Research

"... it would appear that long-range planning often goes astray because management often tries to forecast the future with the approach of the past. For it will plan for the future by emphasizing that the corporation must adapt itself to change as it occur, rather than anticipating or planning for it." Jack Friedman, "Long Range Planning and Cloudy Horizons", Dun's Review, Vol. 81, January, 1963, p. 42.

### 1.1 The Research Problem

#### Statement Of The Problem

This thesis proposes an examination of the Strategic Management field, focusing specifically on the complex issue of designing an optimum time-frame perspective for effective corporate strategic management within the dynamic and demanding operating environment of the United States of America (Kagono 1985 p. 138) (Yamada 1981 p. 10).

While a great deal of research has been done in the field of Strategic Management in recent years the specialized, niche area of duration perspective in terms of strategic management has been over looked as an important tool for aligning corporate strategy with the operating environment and corporate strategic objectives.

"In fact, as a strategic weapon, time is the equivalent of money, productivity, quality, even innovation."  
William Shanklin, Six Timeless Marketing Blunders, The Journal of Business and Industrial Marketing, Vol. 2 No. 2 1987, p. 41.

This complex strategic duration factor is a perpetual dynamic matrix of issues. The operating environment is incessantly evolving at variable rates which places pressure on strategic management to provide a balance between its role as corporate mission leader and

the changing realities of the operating environment.

Further, while strategic decisions are present time-fixed their results and effects are future time-variable. Therefore the degree of tolerance allowed for, in terms of the reality factor, is at best an educated estimation. Consequently the strategic duration element within strategic perspective is critical to the outcome of the strategy (Amara 1983 p. 43).

The collision of corporate strategy and the reality factor occurs within the confines of the calculated, computed yet inherent ignorance (Bartlett 1990 p. 140) of the precise future commercial milieu. Hence the importance of managing the duration factor so as to capitalize corporate resources upon the "impending" operating environment as and when appropriate opportunities are identified within the process of corporate strategic management.

This point, as to the important consequence of the duration perspective, is further exaggerated when one considers the perpetual alignment of scarce corporate resources with an evolving operating environment. The matrix results of this alignment must be understood in terms of the timing factor.

Therefore, it may be argued that until a satisfactory study is conducted into this vital specialty and a more scientific understanding of the duration factor and the related implications, between and amongst, the long and short-term models of strategic management the field of strategic management will continue to contribute to corporate management in a less than optimum mode. Further, the incessant increase in the complexity and pace of corporate operating environments makes this research urgent and crucial (Carlson 1990 pp. 15-19).

## 1.2 The Subproblems

The first subproblem is to determine and define the nature and characteristics of the short-term performance based strategic management model as found in the American strategic perspective.

The second subproblem is to determine and define the nature and characteristics of the long-term strategic management model as found in the Japanese strategic perspective.

The third subproblem is whether the Japanese strategic perspective is altered (why, to what degree and in which direction) when a Japanese corporation operates within the American economy (Bowman 1986) (Binder 1991).

The fourth subproblem is the promotion of a strategic perspective able to effect an efficient working union between the long and short-term matrix demands (investors, institutional and other, the financial markets, the corporation and the external operating environment) (Tylecote 1987 pp. 47, 51, 54) placed upon corporate strategic management within the American operating environment (Snow 1973 p. 14).

"Interestingly, though, over half (52 percent) felt that the Japanese would in turn be influenced by the American culture, and that the longer the period of operation in this country, the greater the probability that the company would be increasingly Americanized."

James Bowman et al, Japanese Management in America: Experts Evaluate Japanese Subsidiaries, SAM Advanced Management Journal, Vol. 51, No. 22 Summer 1986, p. 24.



### 1.3 The Hypotheses

The first hypothesis is that an independent and viable strategic management model (in terms of academic theory) has emerged in the United States of America based on a short-term performance perspective (Saeed 1990 p. 57). This short-term performance model (Okumura 1973 p. 30) plays an important role in the strategic management of American business today (Burton 1989, p. 169). Therefore, appropriate usage or component usage of this "new" management tool is critical to the competitive success of American business and the incessant development of Strategic Management Theory.

The second hypothesis is that Japan is an excellent example of the long-term strategic perspective model (Tyecote 1987 p. 138) (Kangono 1985 p. 30). An examination of this Japanese perspective will enable the research to compare it to the American perspective and two, the perspective of Japanese corporations operating within the United States of America, that is Japanese-American corporations.

"The unimpressive history of long-range planning in the U.S. would be less vexing if Japanese companies were floundering too. Alas, it seems many of them are succeeding."  
Anne, B. Fisher, Is Long Range Planning Worth It?, Fortune Magazine Vol. 121, No. 9, 1990, p. 138.

The third hypothesis is that to the extent that Japanese-American corporations have adopted the American Strategic Duration Perspective (SDP.) (Ibuka 1982 p. 3) serves to confirm, that the short-term market driven American approach is arguably positive and may be considered (in general) an optimum approach for that particular (American) operating environment. However, to the extent that Japanese-American corporations have retained their long-term strategic perspective (Ibuka 1982 p. 3) with positive corporate results, would put into question the validity of the American Strategic Duration Perspective.

The forth hypothesis is that the future optimum corporate strategic perspective necessitates a combination of long and short-term performance perspectives in order to optimize the resource allocation decisions which collectively make up corporate management and which must account for both the long and short-term requirements, demands (Yee 1990) competition and opportunities of the American operating environment (Fisher 1990 p. 138).

Further, that the strategic perspective of Japanese-American corporations will prove to be an important "yardstick" in the design of this strategic perspective model. The importance of this Japanese-American contribution is directly related to the degree, or lack thereof, of adaptation/s made to compete within the American economy. As Lim (1981 pp. 18-21) suggested in his analysis of Japanese and American management skills; the study of Japanese management often reflect the adapted American management values of the past (Harper 1988 p. 45) (Rehder 1984 p. 27) (Bowman 1986 p. 27).

"In many ways, the lessons from the East help us to return to some old American values."  
H. Lim, Japanese Management: A Skill Profile, Training and Development Journal, Vol. 35, October 1981, p. 19.

This is not to argue that a "Type J" or standard form answer exists or is suggested for strategic management in America (Ouchi 1981) (Harper 1988 p. 45). Rather, that through the process of understanding, analysing and measuring the respective strategic perspectives of American, Japanese and Japanese-American corporations one may develop an American Strategic Duration Perspective designed for operation within this unique economic complexion (Harper 1988 p. 43) (Gorovitz 1982 p. 9) (DeFrank 1985 pp. 72, 76).

" ... they could produce disaster,  
not success, if simply plugged into  
the American system."

Thomas Maher, Condemning Japan While  
Imitating Her Management Techniques:  
No Solution for America's Problems  
SAM Advanced Management Journal, Vol.  
50, Winter, 1985, p. 32.

The most important lesson America can learn from Japan is to develop  
a strategic perspective and model based on its own society, values  
and economic system. Essentially, that is what Japan did with  
American management techniques (Harper 1988 p. 43) (Rehder et al  
1984 p. 25), and it is the subject of this research in terms of an  
American Strategic Duration Perspective (Harper 1988 p. 46).

" They will need to be tailored to  
fit the unique circumstances of each  
American firm. "  
Stephen Harper, Now That the Dust has  
Settled: Learning from the Japanese  
Management, Business Horizons, Vol.  
31, No. 4, 1988, p. 46.

#### 1.4 Definition Of Terms

##### **Strategic Duration**

**Perspective:** is defined as the conceptual appreciation and concept of strategy and strategic management as related to a time perspective generally attributed to a particular Strategic Management Model, which in turn may be attributed generally to corporations and their staff operating in a particular operating environment within the global economy.

**Strategic Duration:** is defined as the time-frame reference for a particular strategic model or a general Strategic Duration Perspective.

**Operating Environment:** is defined as the inclusive, combined macro and micro dimension of a business milieu.

**Reality Factor:** is defined as the set of environmental elements that collectively represent the hard reality of the operating environment, as they unfold into the present and thus reality.

**Objective Reality:** is defined as a hypothetical perfect solution to every business challenge and or decision.

**Strategic Fatigue:** is defined as real and possible factors contributing to the less than effective and or non-operation of a strategy or strategic program.

### **Applied Strategic**

**Duration Perspective:** is defined as the application of Strategic Duration Perspective in corporate operations and Operating Environment.

### **Culturally Based**

**Strategic Management:** is defined as the process of developing principals of strategic management which reflect the fundamental holistic values of the respective Operating Environment.

### **Objective Reality Based**

**Strategic Management:** is defined as the approximation of strategic management decisions and the Reality Factor.

**Strategic Time-Lapse:** is defined as the inherent evolution of the internal and external Operating Environments which occurs between the point at which corporate resources are allocated by virtue of a corporate strategic decision and the point of investment return from that strategic allocation.

**Long-termism:** is defined as a Strategic Duration Perspective which is long term in orientation and generally refers to the traditional Japanese model of strategic management.

**Short-termism:** is defined as a Strategic Duration Perspective which is short term in orientation and generally refers to the American model of strategic management.

## **Strategic Management**

**System:**

**is defined as the all inclusive process and operation of a particular corporate strategic management program.**

## 1.5 Abbreviations

A.	United States of America
AJ.	American corporations operating in Japan
DYCIM.	Dynamic Cross Impact Model
J.	Japan
JA.	Japanese corporations operating in America
RF.	Reality Factor
OE.	Operating Environment
SD.	Strategic Duration
SP.	Strategic Perspective
SDP.	Strategic Duration Perspective
SM.	Strategic Management
WAP.	Weighted Average Percentage
SWOT.	An abbreviation for the Strength, Weakness, Opportunities and Threat analysis commonly used in strategic planning

The abbreviations used in the graphs refer to the first letter/s from each word in the respective survey question option.

## 1.6 Importance Of The Study

Strategic management is an inherently innovative process and must therefore pursue theoretical competitive advantages to sustain its contribution to corporate management and commercial asset performance.

"... estimates that demand for such advice (long-range planning) is rising about 20% a year."  
Anne, B. Fisher, Is Long Range Planning Worth It?, Fortune Magazine Vol. 121, No. 9, 1990, p. 137. (Researcher's emphasis in brackets)

The time has come to manage the duration perspective of corporate strategy, an important management tool, at an optimum and specialized level. As Drucker in his article Long Range Planning, Management Science, April 1959 argued, no decision is isolated rather every decision has matrix corporate consequences in the present where they are made and in the future where their cause and effect takes place (Henderson 1984 p. 2).

Therefore, management and understanding of the duration perspective of these decisions is crucial. This argument was supported by a survey respondent, "This is an interesting and timely subject for your doctoral dissertation ..." excerpt from respondent's letter dated March 23, 1994 (see, Appendix 4) (responses are anonymous).

This appreciation of the Duration Perspective necessitates the development and deployment of recent trends that have, and continue to emerge out of the competitive market environment, which redefine the strategic process within the corporation.

Examples include, the short-term performance perspective, the development of time as a strategic advantage, flattening of the corporate structure and the deployment of vast technology which accelerates the metamorphosis of operations.

The proposed study rejects the theory that a corporate strategic management program has either a long-term perspective or it is not



an effective strategy. In fact given the developments within the Operating Environment of American business today a narrow long-term perspective would be a major error (Bartlett 1990 p. 139).

The popular argument compares the long-term strategic perspective of the Japanese and their commercial success (Heenan 1990) with the relatively short-term perspective of the American corporations (DeFrank 1985 p. 64) and their recent economic problems (Burton 1989 p. 172) (Marquardt interview 1990) (England 1983); concluding that the solution is a rediscovery of the long-term strategic perspective to revitalize American resource allocation.

The important point is that irrespective of the particular corporate strategic perspective, an approach to strategic management must be based upon a duration factor aligned with the unique elements and forces which make up a particular Operating Environment, rather than a predisposed "unattached" perspective (DeFrank 1985 p. 64) (Tung p. xviii).

This factor is born out by the operating problems arising out of Japan's heavy investment (and more recent divestiture) in American real estate in the 1980's, which has recently prompted a new Japanese investment strategy into high-tech American corporations. The latter strategy can be regarded as a more mature, quasi vertical integration investment strategy for the capital rich Japanese; as they desperately need American technology to fuel their product and market development needs (Powell 1991).

It may be argued that in relation to the American markets, the development of the short-term performance based American strategic perspective is exactly that - an advancement of Strategic Management Theory! (DeFrank 1985 p. 64).

Based upon the respective Operating Environments, America's strategic management requirements are very different from Japan's and therefore any extrapolation of Strategic Duration Perspective would be harmful (Johnson 1988 p. 35). Further, the problem lies

not simply in the duration selected, but rather the use and management of a particular strategic perspective within the broader framework of corporate strategic management and the Operating Environment. This short-term trend (in America) represents a market driven response to the American Operating Environment, which Kono (1984) argues, Japanese managers would replicate under similar socio-economic conditions.

"If they are to be fired by short-range performance, (talking about Japanese managers) which is usually the case in the USA, they would be short-sighted."  
Toyohiro Kono, Strategy and Structure of Japanese Enterprise, London, Macmillian, 1984, p. 60. (Researcher's explanation in brackets)

One of the important questions in this research is to test this argument for validity (and the degree thereof), in an attempt to suggest an American Strategic Duration Perspective designed to successfully exploit the American Operating Environment as it is, and will be in the future, with its positive/negative attributes, from a strategic management point of view.

Therefore, it is important to understand the exact character, definition and relationship with the market (investment factor and other factors) of this short-term Strategic Duration Perspective so as to devise a corporate strategic management model which is capable of providing both long-term mission culture and leadership, yet able to efficiently and effectively utilize the short-term performance strategic perspective to capitalize on the matrix dynamic of the Operating Environment in a manner cognitive of the multiple roles and pressures on the corporation within the American Operating Environment. That is a "living" Strategic Duration Perspective (Hambrick 1988 p. 48) (Gorvitz 1982 p. 10) (Burton 1989 p. 169) (Samiee Saeed 1990 p. 57).

It is important to study the Japanese strategic perspective in order to understand how their approach deals with the increased level of operating complexity and dynamic in Japan. Further, to analyze the

Japanese corporate strategy as they operate and compete within the American commercial environment, ie. the Japanese-American Model. The hypothetical contention here is that these Japanese-American corporations will provide data pertinent to an evaluation and analysis of the American Strategic Duration Perspective in a comparative and relatively objective framework.

"Naturally a company operating overseas should be able to find or create the management style most suitable to the host country."

Yukio Hasegawa, "Modifying the American Management System in the U.S." Tokyo Business Today, Vol. 58, No. 10, 1990, p. 52.

If Japanese-American corporations have adopted (in some degree) the American Strategic Duration Perspective, then such will contribute to understanding the rational and quality of the short-term Strategic Duration Perspective generally attributed to American corporations. To the extent that Japanese-American corporations have, or have not, adopted the American short-term performance SDP. reflects the degree to which the local Operating Environment contributes to this short-term Strategic Duration Perspective (Kagono 1985 pp. 114, 115).

"The typical Japanese firm in the United States employs an approach to management distinctively different from the typical American firm. Rather than replicate the form developed in their native Japan, the firms modified their management to suit United States needs. Nonetheless, they retain a good deal of Japanese style and remain very different from most American firms."

William Ouchi, Theory Z: How American Business Can Meet the Japanese Challenge, Addison-Wesley, 1981, p. 12.

If, on the other hand the Japanese-American corporations have retained their traditional strategic perspective then this too reveals a great deal about the condition, motivation and direction of American corporate leaders. That is, if these Japanese corporations have retained their traditional Strategic Duration Perspective it

reflects the degree to which the American business's strategic perspective is motivated by extra-Operating Environmental factors, which is important.

Ouchi's (1981) quote above strikes at the heart of the research's objective. That is, to evaluate the strategic perspective of Japan and America in their respective Operating Environments. Secondly, to compare these results with the Japanese-American Strategic Duration Perspective in an attempt to compare and understand the different perspectives of Japanese and American planners. Thirdly, to promote a Strategic Duration Perspective with the attributes to deal successfully with the future matrix of the American Operating Environment.

"In these inherently riskier circumstances, strategic planning is no longer a luxury to be indulged only as time permits."  
Roy Amara, Business Planning for an Uncertain Future Scenarios & Strategies, Pergamon Press, 1983, p. 2.

Japan and America were selected as research subjects because they represent, on many levels, what are considered to be apparent contrasting positions on the issue of Strategic Duration Perspective in corporate strategic management (Kono 1984 p. 12) (Lim 1981 p. 21). This is well represented in the Japanese purchasing strategy of long-term "Single Sanky", which as Ramsay (1990 pp. 2-5) describes, is in stark contrast to the Western Model.

"We need a new model for American management that incorporates the strengths found in the Japanese and other systems."  
Stephen Harper, Now That the Dust Has Settled: Learning from the Japanese Management, Business Horizons, Vol. 31, No. 4, 1988, p. 50.

Therefore, studying these respective approaches is enlightening, and by studying Japanese corporations operating within America this

researcher proposes to provide further insight into the American Strategic Duration Perspective (Rehder 1984 p. 26). Further, this research will evidence the error of attempting to transpose or recreate the Japanese model in America. The optimum American Strategic Duration Perspective lies latent within the action and reaction matrix which is unique to the American operating milieu (Ramsay 1990 pp. 2-5).

### 1.7 Proposed Model

Operating environment of J.

Strategic duration perspective of J.

Operating environment of A.

Strategic duration perspective of A.

Operating environment of JA.

Strategic duration perspective of JA.

Where:

- A. = United States of America
- AJ. = American corporations operating in Japan
- J. = Japan
- JA. = Japanese corporations operating in America
- OE. = Operating Environment
- SDP. = Strategic Duration Perspective

The proposed model for this research must generate the following data:

- (a) The operating environment of J.
- (b) The strategic perspective of J.
- (c) The operating environment of A.
- (d) The strategic perspective of A.
- (e) The strategic perspective of JA. corporations
- (f) A comparative analysis of (b) and (d)
- (g) A comparative analysis of (e) and (f)

The model has been designed to compare the realities of two operating environments and strategic perspectives of A. and J. respectively.

Secondly, to isolate the strategic perspective of the respective J. and A. approaches, the model studies approach J. when operating within Operating Environment A., that is JA.. When considering

the Operating Environment of JA due caution will be given to amongst other things; longevity (Bowman 1986) of operation within America, establishing the degree and nature of affiliation (Ibuka 1982 p. 3) with and to Operating Environment A. and the degree and conditions of affiliation with Operating Environment J., in terms of "shadow management" accusations (Thackeray 1990) and "sandwich" structures (Amano 1979 p. 52).

The study of Japanese-American corporations isolates the Strategic Duration Perspective of Japan within the American Operating Environment and provides an opportunity for a comparative analysis of the strategic perspectives of Japanese-American and American corporations. Such comparison will provide the data upon which solutions to the research question of identifying an optimum Strategic Duration Perspective for the American Operating Environment will be proposed.

An analysis of these results is argued to reflect the variance between Japanese and American Strategic Duration Perspectives. Should such gap (between Japanese and American planners) not materialize this would be further indication of the American planners logic, rather than the extra-market influences argument, as such reconciliation of SDP. would indicate similar response based upon historically different perspectives.

## 1.8 Organization Of The Research

This research has been divided into six chapters including, acknowledgements, comprehensive bibliography and appendices.

The first chapter deals with the definition of the problem and hypotheses. Chapter two focuses on the literature survey, developing a discussion on the various strategic management authors. Chapter three comprises of the research methodology and the respondent statistics. Chapter four analyzes and argues the data and hypotheses. Chapters five looks at South Africa and the application of Strategic Duration Perspective, discussing a similar study for this operating environment. Chapter six is the research summary and conclusion, followed by the bibliography. The appendices include survey instrument, supporting documents and correspondence.

The emphasis has been on establishing a measurable level of the conceptual notion of Japanese and American Strategic Duration Perspective as it relates to the American operating environment. This objective draws on a broad range of factors for discussion and arguments, where appropriate the material and results are depicted graphically.

The study has been based on two projects:

Firstly, a literature based research project into the current and experimental material (including strategic management dissertations from American and Canadian universities) relevant to the Strategic Duration factor in strategic management within the (two) respective research Operating Environments and the respective Strategic Duration Perspectives of Japanese and American corporations.

This is complimented by the second project, a cross sectional empirical survey of Japanese and American corporations trading on the Tokyo Stock Exchange and USA Fortune 500 companies respectively. Due to the low response rate associated with this



method and targeted respondents, the study approached a sizable number of subject corporations so as to provide effective analysis. The survey is concise and simple to complete and return. An introduction explaining the SDP. concept was included. Participation was enhanced by a letter from the American Ambassador to Japan, Walter Mondale.

## 1.9 Scope And Methodology

This research is an exploratory descriptive study to identify the Strategic Duration Perspective which is most likely to capitalize on the impending dynamic Operating Environment within the United States of America.

Primary and secondary information sources were utilized for this research. The conclusions are based on published corporate level results, Strategic Duration Perspectives as gathered through the literature and a custom designed cross sectional survey targeting Japanese, American and Japanese-American corporate strategic decision makers. The objective is to access Japanese, American, and Japanese-American corporations from a spectrum of industries so as to justify the findings as being representative of a given Operating Environment rather than an industry or product-specific perspective.

There are two attempts to isolate the conceptual element of Strategic Duration Perspective:

One, the survey is designed to focus on the concept of Strategic Duration Perspective rather than on the execution and operation of strategy.

Secondly, by comparing the Strategic Duration Perspective of Japanese corporations operating within the American Operating Environment (an environment that has resulted in a very different Strategic Duration Perspective approach than Japanese corporations) the researcher proposes that the data gathered from these Japanese-American corporations will contribute greatly to the understanding of the American Strategic Duration Perspective and two, the economic validity of the American Strategic Duration Perspective.

As a further measure to produce reliable findings each of the three corporate categories (Japanese, American and Japanese-American)

were asked to offer their impression of the strategic management of the other categories. Comparing these results with the self-analysis done by these categories will depict the accuracy of these impressions and provide an (informal) comparative analysis of these perceptions.

In return for their co-operation the survey participants will receive a summary of the results.

Due to the realities of time and cost this study is reluctantly confined to an analysis of the American Strategic Duration Perspective. Therefore, the question considering the Strategic Duration Perspective reaction of American corporations operating within Japan (AJ) is suggested for further study.

"There has to be investment for the future, sometimes at the expense of short-term profits. And at least in the last half century, the long-term future is more important than the short-term profit."

Kobayashi Yotaro, Managing a Cross-Boarder Joint Venture, Institutional Investor, Vol. XVI, No. 11, September 1991, p. 22.

## CHAPTER 2:

### 2.0 Introduction To The Literature Survey

"Decision making is a time machine which synchronizes into one present a great number of divergent time spans."

Peter Drucker, Management, London, William Heinemann LTD, 1974, p. 125.

This literature survey was conducted in 1992 in reference to the thesis title above. The survey covered over four hundred journal articles and over seventy books.

The focus of this literature survey has been strategic management as developed in the American and Japanese Operating Environments. These Operating Environments reflect the research topic and represent the theoretical and applied focus of post 1945 strategic management theory.

The objective of the survey is to review existing literature on the subject. The paper begins with a historical perspective, moves on to discuss the major theorists and reviews Strategic Duration Perspective in the literature.

While the survey attempts to be reasonably comprehensive it is not exhaustive; therefore surveillance of the literature has continued to be an important component of the research.

"We can make decisions only in the present and yet we cannot make decisions for the present alone; the most expedient, most opportunistic decision - let alone the decision not to decide at all - may commit us for a long time, if not permanently and irrevocably."

Peter Drucker, Management, London, William Heinemann LTD, 1974, p. 125.

## 2.1 Brief Historical Review

Strategy had its origins in the military references of the Ancient Greek generals, 550 BC. The verb "stratos" meaning army and "legein" meaning leadership, (Hurst 1986 p. 6) were combined to develop the military concept of strategy. Bracker (1980 p. 219) argues that the verb's meaning inferred the planned deployment of resources to destroy the enemy in battle.

The concept of strategy as a military reference moved into the political arena around 500 BC. (Evered 1983). As military leaders assumed political roles they naturally applied and deployed military principals to their new agenda, including strategy.

Bracker (1980) suggests that Socrates was the first to use "stratos" in reference to commerce, when he compared a general's military resource allocation role, to the business leader's responsibility in commercial resource allocation. Other writers of the time include Homer and Euripides.

From the Roman Empire to the Industrial Revolution strategy was used in military and political spheres. Bourgeois (1978) states that Napoleon was the first to appreciate the combination of military and political strategy in achieving a comprehensive and enduring victory. The major contributors of the period were Shakespeare, Montesquieu, Kant, Mill, Hegel, Clausewitz and Tolstoy. Again the use of strategy was the allocation of resources to achieve planned end-positions.

The initial strategic management systems were rigid, closed and appeared as standardized company policies and procedures in the 1890's. The objective was to standardize so as to effect control over expanding corporate organizations. Change or adaptation was not built into the system, or envisaged at this time.

From 1945 the use of strategy rose dramatically as the industrialized Western nations dealt with the aftermath of World War II, Hurst

(1986). The major contributing factors were; the redirection of military production and technology to consumer markets, the need to provide employment for the many returning soldiers, the rebuilding of Europe, the optimistic social and political outlook and the whole social acceptance at the time of the "military" as a reference in terms of strategy. This trend was accelerated by the numerous people (academics and managers) of the time who had military experience. For example Steiner and Ansoff had worked at Lockheed (Hurst 1986 p. 6), and for whom strategy was an accepted and desirable practice.

"I believe one can make the argument that the emphasis on growth, expansion, and diversification in the 1960's is, at least in part, a reflection of the American economy at the time."

James Fredrickson (ed.), Perspectives on Strategic Management, New York, John Wiley & Sons, 1989, p. 12.

The academics responded with scientific studies on the subject. University courses emerged on business policy, Fredrickson (1990 p. 2) culminating in the emergence of the independent field of strategy in the 1960's Bowman (1990). The major contributors were Von Neumann 1947, Drucker 1954, Chandler 1962, Ansoff 1965, Cannon 1968, Newman et al 1971, Schendel et al 1972, Ackoff 1974, Glueck 1976 Steiner et al 1977, Mintzberg 1979, Schendel 1979, Porter 1980, Quinn 1980, Miles 1982, Henderson 1984, Andrews 1987 and Deming 1989.

The following is a concise chronology of the development of Strategic Management:

1860 Policy and Procedures - Sought to stabilize and standardize corporate operations.

1900 Implementation - set work standards.

1910 Functional Structure - development of a functional based management structure.

Management by Objectives - human resources productivity based management.

Mid 1940's Budgeting - quantitative based management.

Project Planning - large project coordination based management.

Late 1950's Long Range Planning - quantitative futurist environmental and extrapolation based management. Focused upon the internal union of the corporate functions.

Mid 1950's Strategic Planning - overcame the non-conceptual nature and purely competitive focus of long range planning, but remained modular in terms of distinctive product/market missions. It lacked the budgeting and competition analysis found in the later Planning-Programs-Budgeting (PPBS) process (Ansoff 1977 p. 16).

1960 Planning-Programs-Budgeting (PPBS) - filled the quantitative gap of long range planning, combined strategic and long range planning with a corporate wide regard for the Operating Environment and moved away from pure extrapolation (Friedman 1963) planning to include contingencies for discontinuity in the future and came to be known as Entrepreneurial Planning.

The 1960's brought in the "crosswalk" approach to PPBS which coordinated the static corporate structure and the dynamic decision making function into a more cohesive system (Ansoff 1977). The "crosswalk" technique also improved the interrelatedness of the independent product/market operations giving rise to General Electric's Strategic Business Units or SBU's.

1970 Strategic Portfolio - developed a risk management system designed to ensure more even investment growth via dispersion of risk over more than one industry and or business.

1974 Strategic Management - holistic internal, external past present and future multi-directional based management ie. a multi

dimensional approach. Strategic management is based upon the premises that managing the whole requires a different perspective and technique than managing the parts thereof Hatten et al (1978). Drucker (1974) suggested that corporate strategic management requires doing the right things while operational or business strategic management requires doing things right.

Strategy began looking through the "mirror" to the corporate standing and position within the particular industrial make-up (Fredrickson 1990). These industry elements were generally perceived as factors retarding corporate performance.

The 1980's saw the emergence of global economics and competition. The focus of Strategic Management turns to the control of markets and profits in the face of international competition. There is a shift away from the adversarial to the multi-directional marketing to achieve a more positive relationship with the Operating Environment as a means of improving performance and operating efficiency.

Ansoff's (1977) Rational and Analytic Model of strategic management suggests that the future of strategy in management may come from Strategic Portfolio management and or Strategic Issue management. Thus, the trend is not so much to widen the tools or perspective of strategic management but toward a more Real-Time strategic management system.

The concept of real-time strategic management is important to this research as the objective here is to analyze the Strategic Duration Perspective in relation to an Operating Environment. Therefore the concept of real-time strategic management may be regarded as an undefined and ill-formulated short term Strategic Duration Perspective, in that real-time strategic management assumes a capability to compress the strategic management process to the extent that, in terms of time, strategic decisions approximate the operating reality as closely as possible. This trend was noted by IBM's Michael J. Kami, Director of Long Range Planning, when he made a comparison between the rate of technological change and management's need for a mechanism to deal with progressively



shorter decision lead times. Friedman (1963) concurred, arguing that there is no reason why strategic decisions would be excluded from this propensity. In fact given the leadership implications of strategic decisions they are more vulnerable to these reduced periods.

Strategy has remained a means of environmental analysis from which objectives may be achieved within the framework of available resources. Its development began in the military, moved into the political arena and since 1945 has been an important tool in corporate management. The objective of corporate or primary strategic management is the successful positioning of the unit of competition (organization) so as to compete effectively or produce "economic rents" (Teece 1990 p. 45) at the business or secondary level of strategy within commercial environmental engagement, now and in the future ensuring that the past and present allocation/commitment of resources reflects positively into future economic trends and realities.

Traditionally strategic management has been conceptual or descriptive, dealing with the general manager Mintzberg, with resource allocation Bower, environmental scanning Aguilar, strategy and organizational structure Chandler, the social and political issues Ackerman and Pascale. Strategic Management has emerged as the fundamental corporate management tool.

Less attention has been given to the quantitative approach. Ansoff and Porter studied mergers and acquisitions, Rumelt, studied changes in strategy, structure, profitability and sales growth over twenty years. Gutmann, studied performance as related to industry environment and found high growth to be associated with market segmentation. The Boston Consulting Group worked on a cost to volume relationship which facilitated an appreciation of the values to be gained with high market share. The PIMS. (Profit Impact of Market Strategy) is a quantitative study of the factors affecting profitability.

Within the functional area, the trend is to explain profitability in terms of functional variables, usually in an operational model. As such their orientation is generally not strategic.

The industrial organization focuses on environmental variables as they relate to the market structure, which in part determines business conduct, which influences performance. Topics include entry and exit barriers, product differentiation, seller concentration and the scale of economies. The more important conclusion is that industry concentration is related to performance ie. profitability.

The present day strategic model is inclusive in that it takes corporate variables (controllable) from all functional areas, and relates these to environmental variables (non-controllable); attempting to reconcile the environmental and internal variables in a formula which gives effect to the strategic goals and mission of the corporation.

Hatten et al (1978) argue that success is determined by strategy, thus homogenous data (industry, business or environment etc.) prove more reliable than heterogenous data. The way to accomplish this is to focus on firms competing in the same Operating Environment within the same industry.

The Hatten et al (1978) study assumes that all strategic objectives revolve around corporate performance, and short term strategies form part of these long term objectives theoretically, without discounting for political static. Hatten et al (1978) suggest that firms should make their strategy selection on the basis of their unique circumstances and goals (this refers to survey Section 2: Question 7 - the data of which confirmed a relationship between competitive advantage and Strategic Duration Perspective). For by looking to imitate the competition one's capabilities are de-emphasised, ie. ones own competitive advantages are not developed or deployed. That which is de-emphasised may well represent the actual competitive advantage and Hatten et al (1978) note that

strategic corporate and other variables are inherently different which gives rise to asymmetrical competition upon which strategic management and commercial competition is based.

The following is a history of strategic management as seen through the definitions of contributing theorists. Adapted from Bracker (1980) with additions:

Von Neumann, and Morgenstern, defined strategy in 1947 as "... a series of actions by a firm that are decided on according to the particular situation."

Drucker, defined strategy in 1954 as "... analysing the present situation and changing it if necessary. Incorporated in this is finding out what one's resources are or what they should be."

Chandler, defined strategy in 1962 as "... the determinator of the basic long-term goals of an enterprise, and the adoption of courses of action and the allocations of resources necessary for carrying out these goals."

Ansoff, defined strategy in 1965 as "... a rule for making decisions determined by product/market scope, growth vector, competitive advantage, and synergy."

Cannon, defined strategy in 1968 as "... the directional action decisions which are required competitively to achieve the company's purpose."

Learned, Christenson, Andrews, and Guth, defined strategy in 1969 as "... the pattern of objectives, purposes, or goals and major policies and plans for achieving these goals, stated in such a way as to define what business the company is in or is to be in and the kind of company it is to be."

Newman, and Logan, defined strategy in 1971 as "... forward-looking plans that anticipate change and initiate action to take

advantage of opportunities that are integrated into the concepts or mission of the company."

Schendel, and Hatten, defined strategy in 1972 as "... the basic goals and objectives of the organization, the major programs of action chosen to reach these goals and objectives, and the major pattern of resource allocation used to relate the organization to its environment."

Uyterhoeven, Ackerman, and Rosenblum, defined strategy in 1973 as "... provides both direction and cohesion to the enterprise and is composed of several steps: strategic profile, strategic forecast, resource audit, strategic alternatives explored, tests for consistency and, finally, strategic choice."

Ackoff, defined strategy in 1974 as "... concerned with long-range objectives and ways of pursuing them that affect the system as a whole."

Paine, and Naumes, defined strategy in 1975 as "... specific major actions or patterns of actions for attainment of the firm's objectives."

McCarthy, Minichiello, and Curran, defined strategy in 1975 as "... an analysis of the environment and selection of economic alternatives that will match the corporate resources and objectives at a risk commensurate with the profit and viability which the alternatives offer."

In 1976 Glueck, defined strategy as "... a unified, comprehensive, and integrated plan designed to assure that the basic objectives of the enterprise are achieved."

McNichols, defined strategy in 1977 as "... embedded in policy formation: it comprises a series of decisions reflecting the determination of basic business objectives and the utilization of skills and resources to attain these goals."

Steiner, and Miner, defined strategy in 1977 as "... the forging of company missions, setting objectives for the organization in light of external and internal forces, formulation specific policies and strategies to achieve objectives, and ensuring their proper implementation so that the basic purposes and objectives of the organization will be achieved."

Mintzberg, defined strategy in 1979 as "... a mediating force between the organization and its environment: consistent patterns in streams of organizational decisions to deal with the environment."

Schendel, and Hofer, defined strategy in 1979 as "... provides directional cues to the organization that permit it to achieve its objectives, while responding to the opportunities and threats in its environment."

Bracker, on strategy 1980, "... strategic management entails the analysis of internal and external environments of a firm to maximize the utilization of resources in relation to objectives." (Bracker 1980 p. 221).

The Collins Dictionary of Business (Andrew et al 1991 p. 586) defines strategy as "... a unified set of plans and actions designed to secure achievement of the basic objectives of a business or of some other organization. Business Objective represent the goals of the organization, ie. the economic (and social) purposes for which the business exists; strategy is the means used to attain these goals."

It is clear from this collection of definitions that strategic management has developed from the traditional, authoritarian, unilateral model to an all inclusive, open, porous, holistic and receptive system covering increasing numbers of issues and reflecting the strategic importance of company wide perspectives in a more comprehensive, inclusive process. This evolution reflects both the development of related disciplines and the increasing complexity ("hyper-astronomical complexity" Vesper 1979) and size of the business environment internally, externally and in multiple

dimensions.

Both of these related contributors, size and complexity, will continue to spur the development of the strategy field. Further, the strategic management of an organization within its Operating Environment totals more than the sum of managing it in terms of divisional, functional or other structural segment (Hatten, et al 1978). Successful strategy injects a momentum to the business unexplained by quantitative analysis alone (Westley and Mintzberg 1989).

By implication, as Mitroff argued in 1981, strategy can not be understood in the single dimension of definition - for it is that and more. Within the discipline this is the area of complexity, yet it is here that corporate performance is defined and produced. This intangible force is described by Mitroff (1981) as "metaphysical judgement".

Mintzberg (1972) had to operationalize strategy as a "consistency of decisions" to study strategy empirically. Yet, he understood that even then the research could not operationalize all that is strategy. An undefinable element of strategy remains, and should remain conceptual and metaphysical.

Clearly the focus in strategic management must be on an inclusive system which accounts for the unique, three dimensional, operational and perspective complexities faced by corporate management. It is the intention of this research project to assist the development of strategic management theory by providing research on the increasingly important issue of Strategic Duration Perspective - a construct for the various subjective time-horizon perspectives used in strategic management and directly related to the Objective Reality of Time within an Operating Environment.

## 2.2 Theories Of Strategic Management

"But we still seem to be at a crossroads:  
not fully sure of where we have been, much  
less where we're headed; not sure we like  
what we see in our research, much less that  
we can expect others to like it."  
James Fredrickson (ed.), Perspectives on  
Strategic Management, New York, Harper Business,  
1990, p. 237.

Business Policy has traditionally been approached from Normative and Descriptive literature perspectives. The former is empirical data based, Ackoff (1970), Ansoff (1965), Andrews (1971), Vancil (1976). The latter Descriptive approach is case data based, Bower (1970), Chandler (1962).

Bourgeois (1978) states that the Normative is a process seeking a match between environmental opportunities and internal abilities; while the Descriptive focuses on the formation aspect of strategy.

Mintzberg (1972) argues that there are three main groupings of research in strategic management. The Planning mode which can be regarded as the classical theory where strategy is regarded as a systematic process of unilateral top-down directives. Secondly, the Adaptive mode is the incremental approach wherein strategy evolves around the Operating Environment, interest groups in a step by step and phase by phase manner. Lastly Mintzberg discusses the Entrepreneurial mode which is reliant upon a single dominant leader who dictates strategy and takes-on the future and its uncertainties.

Later Mintzberg in a book edited by Fredrickson (1990) argued ten schools of strategy formation. He categorized these into three:

One, the Prescriptive set deal with the formation function as an objective process rather than the actual strategy formulation. Design -conceptual process, Planning - formal systematic process and Positioning - in terms of strategic positions.

The second set approach strategy formation from the perspective of the mind of a single leader: the Entrepreneurial, the Cognitive and the Learning schools.

The third set move beyond the individual in terms of strategy formation to include multiple actors and influences on the formation process. These include the Learning schools where formation is a learning process given the complexities involved. The Political schools where formation is a political power process at both individual, group and organization levels. The Cultural school perspective is that strategy formation arises out of the corporate culture. The Environmental perspective is that the formation power lies with the environment rather than the corporation which assumes a passive role in light of this environmental force.

The third set is made up of the Configuration school which regards the formation process as integrative and inclusive of the above schools. The argument is that the strategic formation process will at different times, (related to the business life cycle) require multiples of the schools listed above.

Strategic management has attracted many excellent scholars who have contributed to its present level of sophistication. It may be argued that their attraction lies in the awesome potential power wielded by successful strategy, yet ironically for all that power, strategy remains a consuming, fragile complexity, part quantitative part qualitative always dynamic.

The following is a discussion of the important theorists in strategic management:

Porter (1980) developed a topology of three generic strategies. One, Cost Leadership developed from Henderson (1979) and Buzzell et al (1975). This strategy positions the organization as a low cost leader via attention to overall productivity of assets. The competitive advantage is lowest price pure and simple.



Secondly, Differentiation moves away from cost advantage. Differentiation adds value in "packaging" which augments the product-utility so as to add value for the client in a non-product format.

Thirdly, Focus positions the organization in terms of the market it serves, generally narrow reflecting target, niche market and or product/service specialization. This can be a combination of cost leader and or differentiation.

Miles and Snow (1978) argued that strategy is the definition of product/market domain; the complex nature is related to the multiple number of, and multiple layered perennial configuration of decisions involved in achieving objectives.

Miles and Snow developed the following strategic topology:

Defenders, where top management develops a stable market by focusing on a narrow product range aimed at a narrow market segment within a broader market. Defenders protect their niche, tend to be conservative and avoid change, seeking efficiency and a stable domain.

Prospectors, almost the opposite of the Defender. The prospector operates in a dynamic environment and their main strength is product innovation and market opportunity.

Analyzers, a mixture of the two above, in that their focus is to reduce risk like a defender but seeks opportunity and profit like the prospector. The analyzer is an adapter using defender and prospector attributes to achieve a balance based on innovation and protection of core product and customer bases. This dual approach can result in inefficiency as a result of insufficient commitment to either risk reduction or profits.

The Reactor strategy is described as residual by Miles et al (1978) as it generally occurs where one or more of the above strategies have

been unsuccessful. A reactor strategy is continually unstable as it lacks the ability to deal with a changing environment resulting in a negative reaction-cycle. When change occurs it reacts, and because it lacks a coping mechanism its response is generally negative which produce negative results, which causes a loss of confidence and less then effective management.

"Unless all of the domain, technological, and administrative decisions required to have an operational strategy are properly aligned, strategy is a mere statement, not an effective guide to behaviour."  
Raymond Miles et al, Organizational Strategy, Structure, and Process, Academy of Management Review, July 1978, p. 557.

Miles et al (1978) offer a strategic topology of four organizational environmental adaptation modes and discuss the respective adaptive cycle. The authors advocate a holistic inclusive approach to strategic management.

The PIMS (Profit Impact of Market Strategy) was begun in 1960 by Schoeffler together with General Electric. The study was later transferred to the Strategic Planning Institute, Anderson et al (1978). It is an important predictive quantitative study of the factors affecting profitability.

The PIMS study explains profitability in terms of functional variables ie. controllable variables, each function having its own theory. Generally these models are operational rather then strategic ie. they are not concerned with changing the existing operations, nor do they take a global perspective of the organization.

The strength of PIMS. is its vast data base of confidential information on corporations, including direct competitors. Consequently PIMS. is able to produce a variety of reports which provide access to otherwise unobtainable information and comparative analysis.

The PIMS. results are limited to the extent that strategy relates to highly specific and unique internal and external variable sets or groupings, which make generalizations about strategy difficult theoretically and of little consequence practically Anderson (1978).

Further, the "how to" establish these profit strategies is not explained by PIMS., very likely also due to the degree of specialization involved in strategic management deployment.

"The notion of strategy leads to the expectation that, within a given industry or set of markets, different competitors with different resources should choose different means to attain their ends."  
Kenneth Hatten et al, A Strategy Model of the U.S. Brewing Industry: 1952 - 1971, Academy of Management Journal, Vol. 21, No. 4, 1978, p. 608.

Day, (1983) argues that PIMS. lacks the important creative conceptual analysis, instead focusing on quantitative analysis exclusively.

For all that, PIMS. has played an important role in the identification of long-run results of particular strategy/ies in particular circumstances and is useful as an overview of strategic options available to a corporation. Yet, given the unique circumstances from which the PIMS. data has been extracted it should not be relied upon as an assessment tool of a particular corporate strategy but rather an extracted reflection of a unique situation whose relevancy must be critically assessed. Day (1983) suggests that PIMS. proves its worth as a guide within a set of strategic references.

Bourgeois III (1978), (1980a), (1980b), (1984), (1985) has been a consistent contributor to strategic management theory.

Bourgeois (1985) points out that Business Policy literature advocates a strategic fit (threats and opportunities) between the Operating Environment and the organization's distinctive competence (strengths and weaknesses). While Organizational theory purports

success as a derivative of structure and business administration relative to the external environment.

These two approaches make up strategic management's strategic "match" or "fit" theory of the external and internal environments. Thompson (1967) described this as continual co-alignment in a continual adaptation/alignment process with the external conditions. While strategic management theorists arrive at co-alignment via operating market structure and the content of strategy, organizational theorists come to co-alignment through internal and external dynamics, as found in their contingency theory where positive strategic alternatives are unique in relation to the relevant Operating Environment. That is, strategy is a mediating factor defining the relationship between the organization and its environment.

Bourgeois (1985) approached co-alignment from the perspective of top management accounting for perceptual variations as a factor of the process and regarding the external as an objective industry factor. The author concurs with Snow (1976) that managerial perception of the objective environment is subjective which accounts for strategic differences in like Operating Environments.

Bourgeois (1985) goes on to point out that there are external strategic variables which in order to achieve objective organizational success/performance all top managers should perceive as objective ie. approximation to the Objective Reality. Thus, Bourgeois argues that the environment should not be regarded as a purely subjective factor in the perception of top management; but a relative subjective, quasi subjective and or objective factor of co-alignment which Bourgeois refers to, as termed by Starbuck (1976), as "perceptual relativity". Bourgeois found a positive relationship between performance and those organizations whose top managerial perception was justifiable or correct in terms of environmental volatility and stability.

Thus, it is argued that top managerial perception is a strategic subjective variable whose importance is considerable; causing positive (over and or under) or negative (over and or under) strategic results and performance when misperceptions relative to the Objective Reality occur.

"To the extent that strategic decision making relies on information transmitted by top management, when top management misperceives its environment it probably reacts inappropriately to real situations and needlessly expends resources by implementing decisions based on faulty information."  
J.L. Bourgeois III, Strategic Goals, Perceived Uncertainty, and Economic Performance in Volatile Environments, Academy of Management Journal, Vol. 28, 1985, p. 565.

Bourgeois (1985) found that the most favourable mode occurred when top management on average had an appropriate (in terms of objective accuracy) perception of the environmental realities in various aspects and functions of corporate management thus "... adequate representing the firm's various constituencies." Bourgeois, 1985, p. 568.

Hofer (1975) moved the research focus to a study of the implemented strategy rather than strategy formulation or implementation. The current research extends Hofer's research trend in an analysis of Strategic Duration Perspective within corporate strategy, including the human or management dynamic, for as Bourgeois (1978 p. 35) argued -to do otherwise is to advocate the very type of natural determinism which strategic choice (Child 1972) serves to overcome.

It may be argued that if one took a macro, holistic and historic time perspective of strategic management, that "strategic choice" could be argued to assume a deterministic orientation; but in respect of strategic management the role of "choice" is real and it is relative to the realities of the internal and external Operating Environments thereby accounting for good and bad strategy in "like" situations (Operating Environments) and hence this study's focus on American and Japanese-American Strategic Duration Perspectives within the

American Operating Environment.

Primary strategy may be defined as corporate strategy in that it defines the product-market domain; while secondary strategy or business level strategy, which is narrower in concept, deals with product-market participation in terms of the competitive market engagement.

Hofer (1976) states that Business Policy literature has approached strategy from both formation and implementation perspectives. Hofer looks at strategy formation in his (1976) paper.

Hofer types research on strategy formation into: one, the nature of strategy, in reference to a contingency approach defining the significant variables as "strategic" and two, the managerial decisions in terms of these constituting the organizational strategy.

The direct and indirect costs and benefits of managing the strategy of a corporation have traditionally been inferred, as little research exists and this area remains difficult to examine.

In their study Thune and House (1970 pp. 81-87) paired firms which did and did not utilize formal strategy. Secondly they compared the formal planners before and after formal strategy was adopted. Their results point toward a positive relationship between performance and strategy in both cases. The former in terms of Return on Investment (ROI.) and Return on Equity (ROE.) and the latter in terms of sales growth, stock price and earnings per share appreciation.

The Thune et al (1970) cause was taken up by Herold (1972 pp.91-104) who followed with a smaller sample from the former study focusing on pre-tax profits. Herold concurred with Thune et al in his findings that formal planners' performance continued to surpass non-planners.

Herold (1972) extended the research of Thune and Houe (1970) by focusing on the performance of formal and informal corporate

planners/strategists. Thune's (1970) research typed the participating firms as either formal or informal planners. Herold refined the categorization by verification on the basis of predicability of relations of variables in a theory. Both studies found formal planning to be a positive contributor to performance relative to non-formal planners, and secondly in the performance of the formal planners since adoption of formal planning within their organizations.

One may conclude that formal planning does indeed play a positive role in terms of corporate performance. An equally important yet more difficult question is the shape, and form this planning should take given the numerous highly specialized and diverse corporate operating realities.

Hofer (1972) asks what information and analysis are necessary to ensure a quality strategic management program? Hofer refers to Aguilar's (1965) work on this topic, where he found that in terms of the environment people were the best source of information and that these "informers" provided a second dimension of high information quality in the form of the heightened relevance of their data.

Stevenson (1966 p. 51) sought to establish how corporations gather and utilize data regarding their internal "resource evaluation" programs and their external "capability profile" analysis and what data is used. He found that this process followed the functional organizational structure. That all areas were important but financial implications tended to be more generally applicable. Here again the external information was primary while the internal data was formal and secondary.

Naumes (1980 pp. 1, 12) found that a firm's environmental perspective is the sum of top management's environmental perspective. This ties in with Stevenson's (1966) argument that respondents were found to regard their strengths and weaknesses in a manner not unrelated to their level in the organization, the type of responsibility involved, functional background, time served

in the corporation and their personal background. Bower (1974 p. 22) concurred, arguing that a manager's perspective is related to his position and interests, reward and or punishment within a specific project. Suggesting, as Mintzberg did, that top management could control the strategic process via their structural influence.

This presents strategy formation with a difficult problem, that of subunit-strategic perspective the sum of which may or may not equate, in direction or performance, the corporate strategic objectives - thus undermining or at least diverting a portion of the corporate strategy effectiveness, to at least the same extent.

Hofer found that the approaches to organizing the planning operation varied widely. The authors understood that CEO's could not cope alone so the question turned to, who should participate in the strategic management process. This question was asked by Friedman (1963) and later Wrapp (1967) who worked on this topic finding four styles; planning and operations, full-time planners, divisional planning and a long range planning group comprised of staff experts. Wrapp suggested five attributes for top management involved in strategy formation: consistent first hand knowledge of multi level operating decisions (Vancil 1970) to avoid "abstract isolation" (Cosier 1980 p. 92). Focus on the important and major impacting decisions, anticipate and plan the political processes and sensitivities, allow vagueness to play its part in the evolution of strategy formation, understand that time is an essential ingredient of strategy formation, create a corporate culture tolerant of change and incremental strategic development.

"... managerial reality is not an absolute;  
rather it is socially and culturally determined."  
Richard Pascale et al, The Art of Japanese  
Management: Application for American Executives,  
Simon & Schuster, 1981, p. 22.

"Culture effects how these problems are perceived  
and how they are resolved. Societal learning also  
establishes horizons of perception."  
Richard Pascale et al, The Art of Japanese  
Management: Application for American Executives,  
Simon & Schuster, 1981, p. 22.



"... our managerial blind spots related to American culture and society."  
Richard Pascale et al, The Art of Japanese Management: Application for American Executives, Simon & Schuster, 1981, p. 22.

Hofer (1976) argues that the social and political implications on strategic management are extensive. One major problem with discovering the extent of their influence is the generally implicit nature (Guth 1965 p. 123) of the subject and the time commitment required to learn the social / political make-up of organizations before beginning to deal or analyze the research issues. The literature to date has not been able to accomplish this in spite of using single or small unit research samples.

A multi-disciplinary approach combining the social sciences and strategic management could produce an improved measure of political and social relevance in strategy formation research; as the social sciences could more efficiently measure the social and political activity within the organization.

The content of strategy has been researched most effectively by Schoeffler's (1969) PIMS study as discussed above, and Hatten (1978). Both of whom found a relationship between strategic content and performance. Further, that a contingency approach is necessary as corporate internal and external operating realities are sets of uniquely structured, directional and dimensional (relative elasticity) relationships or linkages.

Rumelt's (1974) work on two hundred American Fortune 500 firms from 1949 to 1969 was part of a five nation project to discover any relationship between economic performance, strategy and structure.

The results point toward a positive relationship of economic performance, a related diversification strategy and a structure along product-line division.

Rumelt's (1979) paper was an important stock-taking of the strategic management literature. For Rumelt, strategy is the process whereby

organizations go about solving their most "ill-structured" (p. 196) challenges. He described the process as having three stages: one, composition of the problem, two, suggested solutions and three evaluation. This paper focuses on the evaluation of strategy and Rumelt matches this with the respective content concept; as strategy is highly conceptual. That is, its core function is the "... adjustment of specific policies to particular situations." Rumelt (1979 p. 196).

For Rumelt, strategy deals with the relationship an organization has with its environment on a level that would result in major consequences if not addressed. The structure of the problems is generally vague, ill-defined and complex representing issues and complexities not yet faced, or for which there are no established solutions let alone a sound formulation of the problem. Strategy is not synonymous with solution, rather strategy provides a definition, a perspective or structure of the issues which facilitates a solution.

Rumelt (1979) put four approaches forward for the analysis of the environment. The goals consistency test - removal of inconsistencies between goals. The frame test - a means of ensuring that the critical objectives are crystallized. The competency test - definition of the problem must be within the capabilities of the respective entity. The workability test - are the sum of these above logistically practical and effective in their application ie. in terms of "conquering" the problem?

Rumelt argues that winning in a competitive environment necessitates some degree of asymmetry. It is within this asymmetrical stance that advantages exist, are created and can be exploited; as opposed to pure rivalry found in perfect symmetrical situations. It is within the asymmetrical nature of commerce that corporations invest and allocate resources. Thus, strategy must be based upon the principal of an asymmetrical advantage, or what is referred to as a competitive-advantage.

Henry Mintzberg has been an important author on the subject of strategic management. His contributions include (1972), (1976), (1977), (1987), (1978b), (1982), (1985), (1987) and (1989).

It may be argued that in terms of assisting theoretical research Mintzberg's most important contribution was his "decision stream" (1977 p. 29) perspective used to describe strategy. This approach facilitated research on the pattern and consistencies of strategic decisions. He studied these streams of decisions in terms of one, their chronology, two, inferences from their chronology and consistency and three, analysis of all the background factors including environment, reports and individual perspectives.

"In other words, strategy become consistencies in the behaviour of organizations, which renders the concept operational for the researcher."  
Henry Mintzberg et al, Tracking Strategy in an Entrepreneurial Firm, Academy of Management Journal, Vol. 25, 1982, p. 466.

Further, Mintzberg understood that the formulation of strategies occurs in various forms. These could be studied by comparing the intended objectives with the resulting realities of a strategy (Mintzberg 1985 p. 257).

Intended strategy, which infers contemplation, can result in deliberate strategy where the resulting strategy is intended. Such strategies can range in terms of their degree of realization.

These strategies can take the form of over-realized (as in the case of Lyndon Johnson and Vietnam in 1968) or under-realized strategy where an intended strategy result fails to reach the strategic objectives it served (under-realized is the researcher's point). Thus, corporations design the consequences of strategy ie. the objectives. The strategy itself represents the structural framework within which the goals can be achieved. The consequences or results of such strategy are retrospective definitions of strategy as they relate objectivity to the contemporary Operating Environment.

"Planning gives order to vision, and puts form on it for the sake of formalized structure and environmental expectation."  
Henry Mintzberg et al, Tracking Strategy in an Entrepreneurial Firm, Academy of Management Journal, Vol. 25, 1982, p. 498.

Retroactive strategy occurs where the organization "discovers" that in retrospect it has a strategy. Whether such is desirable or not is a separate issue.

Mintzberg (1982 p. 498) argued that status quo extrapolation type planning is the result of the entrepreneurial mode of strategy formation inevitably being replaced by increasing formality brought on by the success of the entrepreneurial strategy and the external bureaucratic pressures to have an explicit strategy.

"The success of the entrepreneurial mode evokes the forces - both in structure and in environment - that weaken it."  
Henry Mintzberg et al, Tracking Strategy in an Entrepreneurial Firm, Academy of Management Journal, Vol. 25, 1982, p. 498.

Mintzberg poignantly notes that strategy is not, as some of the early literature suggested, a clear-cut sequential process or issue. Strategy is messy in that there is vast array of multi-level information which needs to be imbibed, mulched and understood independently and within a porous, multi-dimensional composition.

Mintzberg (1982) discusses a need for an important connection between the "conceptualization" and "operationalization" of strategy. Where this process represents separate groups there needs to be a close relationship to ensure effective "inter-interpretation" of the various perspectives, both conceptually and operationally, so that the result reflects these divergent positions.

Further, that the effect of strategy in terms of corporate performance or non-performance (again on a multi-level basis) is monitored so as to ensure a continuous flow and inter-flow of

information, perspectives, consequences and decisions.

"There is perhaps no process in organizations that is more demanding of human cognition than strategy formulation."

Henry Mintzberg, Strategy Formation as a Historical Process, International Studies of Management and Organization, Vol. 7, No. 2, 1977, p. 38.

Mintzberg (1977) suggests that strategy as a process operates within a Life Cycle of Strategy namely: conception, development, decay and death. On a second level within the Life Cycle Strategy moves in a cyclical phase defined by type and manner. Consequently, strategy is made up of a complex web of multi-layered influences operating on different levels of contribution and impact, within a broad variety of respective time dimensions and resulting time perspectives or Strategic Duration Perspectives.

This complex operation makes strategic change a difficult process to manage and analyze because of the complex inter-relationships involved as each strategic variable, both controlled and uncontrolled, proceed at independent, quasi independent/dependent and dependent time frames, and in relation to independent, quasi independent/dependent and dependent factors. Its as if every aspect of strategic activities are at once connected yet independent and any attempt to solidify even one of these "inter-interrelationships" reduces the productivity of the whole model. This network of conceptual and operational perspectives is fragile, limited in connection and application, yet the very basis of the strategy process.

"To most bureaucracies - for example, the automobile assembly line - change is disturbing. So the leadership tries to concentrate the period of disturbance, and then leave the bureaucracy alone for a time to consolidate the change. But, of course, while the bureaucracy is being left alone, the environment continues to change, so that no matter how well chosen the strategy, eventually a new cycle must be

initiated."

Henry Mintzberg, Strategy Formation as a Historical Process, International Studies of Management and Organization, Vol. 7, No. 2, 1977, p. 37.

Mintzberg (1977) discusses Planned strategy as a rarity, which takes place where formulation is done by senior management and implementation is executed by actors who have no discretionary power. This represents a commitment which is difficult to alter, a virtual contrast to the entrepreneurial position which is very often implicit and subject to alteration and or adaptation by the formulator/implementor. It is clear that all Operating Environments change; therefore purely planned strategy may be described as a closed strategic system and suggests that in all but the most favourable situations it will prove vulnerable to failure caused by its unreceptive nature.

A strategy whose actors support and identify with the vision in unison is labelled by Mintzberg et al (1985) as an Ideological strategy. The collective nature and the historic origins makes this type of strategy less flexible than the entrepreneurial, but more flexible than the planned strategies.

The Umbrella strategy occurs where leaders have only partial control over their actors, they are only able to set general guidelines allowing the participants to manoeuvre within this framework. The corporate culture is tolerant of strategy initiatives, in fact the success of the enterprise may well depend on such innovation.

With the Process strategy senior management manipulates strategy not at the general level (umbrella) but rather by controlling the process while the content of strategy is decentralized. This takes the form of making highly specific personnel appointments, ensuring the strategy through the appointment of known views, perspectives, skills and values of the appointees.

Unconnected strategy is a means of tolerating a small part of the organization for being strategically independent of the

organizational mainstream. The reasons for such vary, from retaining important personnel to Internal-Corporate-Venturing (ICV) (Bergelman 1983) to a form of applied research and development.

The Consensus strategy allows the strategic participants to evolve strategy out of implicit, strong common conventions.

Under certain operating conditions the environment plays a more assertive and influential role in terms of the organization's strategy. There are varying degrees of this, from Arctic weather to highly regulated products and or markets. In such cases the strategy is labelled Imposed strategy. Mintzberg et al (1985) point out that in one form or another all strategies have environmental boundaries.

In terms of Emergent and Intended strategy Mintzberg et al (1985) suggest that all strategies have these contemplative attributes to a greater or lesser degree. While Intended strategies offer control and direction, the Emergent factor facilitates what the authors have termed "strategic learning". This suggests a receptive element in the system which allows the actors to interact with the system and contribute their external contacts to a system that is aligned to those internal and external issues which produce performance.

In (1987) Mintzberg stated the following in discussing why organizations need strategies:

"In this sense, a strategy is like a theory, indeed, it is a theory (as in Drucker's "theory of business") - a cognitive structure (and filter) to simplify and explain the world, and thereby facilitate action."  
Henry Mintzberg, Strategy Formation as a Historical Process, International Studies of Management and Organization, Vol. 7, No. 2, 1977, p. 29.

"Organizations have strategies to reduce uncertainty, to block out the unexpected, and, as shown here, to set direction, focus effort, define the organization. Strategy is

a force that resists change, not encourages it."  
Henry Mintzberg, Strategy Formation as a  
Historical Process, International Studies of  
Management and Organization, Vol. 7, No. 2,  
1977, p. 29.

If strategy resists change and strengthens the status quo why are corporations so attracted to strategy? Strategy, he argues, fixes the organization in a context, provides consistency in an unknown future, allowing the actors to perform in relation to this defining reference point called strategy, be it objectively good or bad.

"But while prescription for strategic change in the literature may come easy, management of the change itself, in practice, especially when it involves perspective, comes hard."  
Henry Mintzberg, Strategy Formation as a Historical Process, International Studies of Management and Organization, Vol. 7, No. 2, 1977, p. 31.

"... strategies (and the strategic management process) can be vital to organizations, both by their presence and by their absence."  
Henry Mintzberg, Strategy Formation as a Historical Process, International Studies of Management and Organization, Vol. 7, No. 2, 1977, p. 31.

Mintzberg argues that strategies are at the same time positive and negative. In that they provide a frame of reference, now and in the future, from within which to work. This is positive but the extrapolation nature and conformist effect of strategy can be negative in terms of organizational alignment with the Operating Environment which is perpetually evolving in direction and level - each with independent and dependent impact or "non-impact" on the strategy and organizational performance.

Wessema, Van Der Pol, and Messer (1980 pp. 37-47) describe strategic management as the vehicle of change in terms of moving from the status quo "strategic position to the desired strategic position." (1980 p. 41) as related to the Product-Market Combination



(PMC.).

The authors describe six movements which may be used, in any combination or no combination, to achieve the competitive strategic position intended.

These are:

Explosion - rapid growth in a short period.

Expansion - fast growth over a longer period.

Continuous growth - sustainment of status quo.

Slip - maintaining position in a growth market.

Consolidation - growth is minimal, only to parallel market.

Contraction - negative growth.

Wessema et al (1980) developed the following manager types based upon six strategic crusades:

Pioneer - flexible, creative and extrovert.

Conqueror - a generalist thinker, takes calculated risk, non-conformist.

Level-headed - a systematic, structured, controlling team-worker.

Administrator - extrapolator, introvert, maintainer.

Economizer - bureaucrat, predicable, reactive and no unitive.

Insistent diplomat - personable, stable, long term orientation and careful.

Wessema et al (1980) suggest that the most effective strategic development takes place when the intended position is mapped out as one or more "strategic movements", and the movements are lead by management who display related, specialized managerial skills.

Wessema et al (1980) matched the strategic movements to managerial types in the following format, from Wissema et al (1980):

Explosive growth - Pioneer.

Expansion - Conqueror.

Continuous growth - Level-headed.

Consolidation - Administrator.

Slip strategy - Economizer.

Contraction - Insistent diplomat.

Bourgeois III (1978) argues that strategy is one of only a few management tools which can provide a coping mechanism for a corporation in an unknown, unpredictable and dynamic future; for it is in the future that the present is realized and the present that the future is decided.

"But for the managers of an enterprise, it is in the discontinuities of change that lie the seeds of strategic impotence; for, in the absence of strategies to deal with them, these unpredictable shifts can pummel otherwise viable firms into a reactive mode of perpetual crisis management."  
John Bourgeois, III, Strategy Making, Environmental, and Economic Performance: A Conceptual and Empirical Explanation, University of Washington, PH.D., 1978, p. 2.

Bourgious defines environmental volatility in terms of discontinuities in the future, rather than the future itself, which he argues is besides the discontinuity generally and relatively predictable.

Despite Bourgeois' definition of strategic management which smacks of Contingency theory, he is a student of Child's (1972) Strategic Choice theory. He argues between Determinism, on the one hand, as an incomplete accounting of corporate development; arguing that the environmentally reactive description of the corporation under the Deterministic theory is inconclusive. Yet, on the other hand, Bourgiouis suggests that the Co-alignment or Independent Variable/Contingency theory can not explain the activities of corporations conclusively either. Like Child (1972), Bourgiouis believed that strategy formation is a human process and as such involves choice within a political process.

Litschert et al (1978 pp. 211-219) refer to the strategic-fit between corporation and environment as being defined by the level of

organizational slack at any point in time; where organizational slack is low the fit will be more dependent upon the strategic variables than where the slack is high, in which case the fit is dictated by the dominant coalition. Thus, Bourgeois's (1978) theory is influenced by organizational slack as a result of managerial susceptibility to the existing degree of organizational slack in their orientation and perspective to the organization's operation.

Bourgeois (1978) suggests that the more appropriate theory comes from Child's Strategic Choice theory which entertains that contributions will come from both, Co-alignment and Choice, theories, yet these constraining factors create the stage for the power of management to vary in their effectiveness and efficiency, rather than replace it. Bourgeois shows an understanding (1978 p. 18-19) for the most important ingredient in strategic management - the human factor.

"That is, although there are always some constraints present in any situation, whether they be external to the organization (governmental, economic, industrial, etc.) or internal (human needs, power structures, information systems, technological processes, etc.), the manager or the top management coalition always retain a certain amount of discretion to first, select the situation, domain, industry (or even company - see Barnard, 1983) in which he or they choose to operate, and secondly - and more importantly - to choose goals which are not optimizing or economically rational but which merely allow the organization to generate enough "slack" to engage felicitously in what Simon (1957) would term "satisfying" behaviour."  
John Bourgeois, III, Strategy Making, Environmental, and Economic Performance: A Conceptual and Empirical Explanation, University of Washington, PH.D., 1978, p. 17.

"So, we have argued that the top management or dominant coalition always retains a certain amount of discretion to chose courses of action which serve to co-align the organization's resources with its environmental opportunities, and to serve the values and preferences of management. As has been argued elsewhere, this relegates the independent (usually contextual) variables of contingency views."  
John Bourgeois, III, Strategy Making, Environmental,

and Economic Performance: A Conceptual and Empirical Explanation, University of Washington, PH.D., 1978, pp. 18-19.

The major contribution from Bourgeois (1978) is; to the extent that uncertainty is an objective factor of environmental uncertainty it should be embraced, for to avoid it or worse, disregard it, creates an unreal environmental perspective from which only failure can come.

Secondly, that the formulation and formation of strategy can be approached from more than just the narrow rational comprehensive approach where goals are followed by means.

Thirdly, strategists in relation to secondary or business level strategy should focus on the incremental means rather than a comprehensive planning goals orientation. He reasons that some goal distortion is positive in that it keeps options open and allows ends to evolve by increment, inherent flexibility with a closer proximity to implementation and thus the Operating Reality.

In primary strategy, the above mode should be reversed for corporate level strategic formulation. Bourgeois argues that there should be a difference in focus between primary and secondary strategy sessions. The former is more creative and macro in orientation while the latter is more operational and micro in orientation in terms of the strategic variables it needs to accommodate.

Hayes and Abernathy (1980 pp. 67-77) in a controversial paper argue that American business has lost its technological position of leadership and therein their competitive advantage.

Hayes et al (1980) reject the traditional arguments referring to OPEC, tax and other explanations of American economic decline. In terms of OPEC they sight Germany which imports a much higher percentage (95%) of oil than America (50%) yet with less negative economic impact. Their argument is that these explanations are too

general in their application to be of any use in coming to terms with the essential failures of American businesses' competitive advantage.

Their concerns go directly to America's loss of productivity growth, in absolute and relative terms. Hayes and Abernathy point out that American commerce has deviated from its traditional focus on product and production technology. Instead America has focused on the quantitative management of acquisitions and portfolio management. The authors suggest that America's competitive recovery needs to be based on more corporations focusing on their human resources, products/services, consumers and a long term commitment to technological development. In other words a concerted effort to improve the fundamentals (Wheelwright 1984) on a platform of innovation and creating value.

"The key to long-term success-even survival-in business is what it has always been: to invest, to innovate, to lead, to create value where none existed before."

Robert Hayes *et al*, Managing Our Way to Decline, Harvard Business Review, August, 1980, p. 77.

Wheelwright (1984 pp. 77-87) argues that "The primary objective of strategy is to develop and support a lasting competitive advantage." Steven Wheelwright, Manufacturing Strategy: Defining the Missing Link, Strategic Management Journal, Vol. 5, 1984, p. 77.

Wheelwright discusses strategy from the perspective of manufacturing suggesting that strategy is reflected in every corner of the enterprise. The realization of the importance of manufacturing can be seen in the radical economic development of Japan and more recently the Three Tigers of the Pacific Rim. All of whom have based their major competitive advantage/weapon on their ability to out-manufacture the competition.

The message Wheelwright has applied to manufacturing is an important lesson for strategists; in that strategy needs to be a through-put of the corporation as a whole, in each function, operation and employee, rather than an input or output of a

particular area or level in the organization. That is, strategy must form part of the corporation as a whole and the corporation needs to be apart of the strategy on all levels, resulting in a comprehensive organizational Strategy System which is at all times reflective of the Operating Environment's present and evolving conditions.

Just as Wheelwright advocates strategy as an integral part of corporate success it may be argued that each function can provide a competitive advantage, which when appropriately aligned to corporate strategy and the other functional strategies will promote the corporation's competitive position and move the corporation toward the position objective.

Quinn has been yet another productive contributor to the theory of strategic management (1980), (1977), (1978).

In 1977 Quinn argued that strategic management should be tolerated if not encouraged from multiple sources. Quinn suggests that strategy should move away from the traditional top-down formula toward a corporate wide inclusive corporate culture responsibility. By making strategy an open corporate subject he not only wanted the important perspectives and contributions of all corporate sources, but to create an atmosphere and culture of creativity at all levels of corporate hierarchy. Quinn understood and believed in the political gains to be made in such an open and inclusive Strategic System approach, which facilitates the creative contribution of all associated with the organization.

Further, his inclusive approach would achieve the level of employee buy-in needed to restructure, in part, the adversarial American human resource problems. Quinn advocated consensus to avoid the traditional opposition to pronounced goals and built upon incremental decision making, which facilitates flexibility allowing the final commitment of resources to be as delayed as possible thus extending the point of no return and therein risk.

Quinn went so far as to suggest that senior management should provide a few poignant pointers in terms of strategy and encourage the corporate body to originate strategy. Arguing that this was the most effective and efficient means of translating conceptual goals into operational means and ends. That, by translating conceptual strategy into the operational functional, divisional, market or product terminology one could increase strategic allegiance and commitment.

"In fact, the essence of strategy is to identify this small number of truly essential thrusts or concepts and to consciously marshal the organization's resources and capabilities toward them."  
Brian Quinn, Strategic Goals: Process and Politics, Sloan Management Review, Fall, 1977, p. 28.

In 1978 Quinn argued that the realities of strategic management is not reflected in the literature; which at the time regarded strategic management as a closed, exclusive system rather than the open system Quinn advocated and which evolved with his contribution, at least in theory. Quinn being an "incrementalist" suggested that successful strategies do not come about as complete proclamations; rather they develop over time by increment, in phases or cycles with input and influence from all sources and interest groups.

Here too, Quinn (1978) suggests that strategy be evolved by logical "incrementalism", united by a consensus of top management. Quinn regards the traditional American Strategic Management Model as biased in favour of a quantitative obsession; and that it is weak to the extent that it has been blind to the qualitative imperatives of an open, participatory system. That is, one which is both a contributor and recipient of the many other managerial, operational, divisional, functional, product and external systems, on many levels of interaction and contribution ie. a porous system.

Quinn defines logical incrementalism as "... a purposeful, effective, proactive management technique for improving and integrating both the analytical and behavioral aspects of strategy formulation." Brain

Quinn, Strategic Change: "Logical Incrementalism", Sloan Management Review, Fall, 1978, p. 8. The author points out the high unrealized costs of a purely quantitative approach to strategy formulation; advocating the use of qualitative perspectives to ensure that a balanced approach to strategy is adopted.

Due to the complex nature of strategic management, decisions are divided and subdivided so that the net result is a phase by phase decision process in which decisions are made, and final commitments delayed until the resource commitment is as close to the point of execution as feasible within the circumstances. This facilitates "maximum" informed decisions, as the relevant variables are assessed on the most current data and observations.

Quinn (1978) states that rigid strategy systems are doomed to fail; as strategy revolves around a powerful set of future variables which include a broad range of volatility. Quinn suggests that strategic matters should be approached in a vague and general manner with incremental focus on the future, and the present, where the future is decided and in the past where the present originates.

"Strategy planning does not deal with future decisions. It deals with the futurity of present decisions. Decisions exist only in the present. The question that faces the strategic decision-maker is not what his organization should do tomorrow. It is, 'What do we do today to be ready for an uncertain tomorrow?'"

Peter Drucker, Management, London, William Heinemann LTD., 1974, p. 125.

Burgelman (1983) argued that strategy as a process operates on two levels in a corporation. The classic process wherein management takes decisions within the current set of objectives and policies and on a second autonomous level. This latter process he termed Internal Corporate Venturing (ICV) which accounts for strategic renewal and development, and into which Mintzberg's (1985) Emergent strategy may be argued to fall.



Cosier, and Aplin, (1980 pp. 343-356) offer a critique of the Dialectical Inquiry System (DIS.). The authors suggest that the DIS. is effective under uncertain conditions, specifically those ill-structured and complex strategic problems. It is a means of ensuring that the strategy making process is objective in terms of, the subjective and Objective Reality/ies of the variables involved and secondly, the managerial perspective (filtration) in approaching the issues from (all) the various perspectives be they conceptual, operational, logistic or other.

Cosier et al (1980) describe the dialectical theory as having a thesis and an anti-thesis as a means of attaining objectivity. From these two arguments the decision makers come to a synthesis or "meeting of the minds" (consensus ad idem) so to speak. Mason (1969) supported this approach because he argued that strategy very often deals with assumptions, which are subjective, thus the objective nature of DIS. causes a more balanced analysis of the decision and the variables involved.

Emnhoff and Mitroff (1978 pp. 49-60) suggest that the process leading to a synthesis of compromise weakens the decisions taken as a result of the hybrid nature of the strategic components reflecting the political struggles.

"If a decision must be taken, the strategy is usually forged with political compromise."  
Emnhoff et al, Improving the Effectiveness of Corporate Planning, Horizons, Vol. 21, 1978, p. 54.

Emnhoff et al (1978) suggest a process to avoid these problems, called Strategic Assumption Analysis (SAA.). It is made up of four stages: one, teams are set up to make strategic suggestions, this weakens the political alliances. Secondly, a dialectical process ensues based on the strategic assumptions, which gives rise to the third phase where assumptions are built into the strategy by synthesis. Lastly, from these "core" assumptions the strategy is defined and synthesis is built into the process rather than at the point of decision.

The expert approach in DIS. involves experts who concur on the assumptions, to draw out the strategy while the devil's advocate approach requires a plan and a critical analysis thereof.

The authors state that DIS. is often inappropriate when strategic movement is needed, rather the DIS. approach reinforces the status quo and conservatism generally. Cosier, and Aplin, suggest that an open minded approach may be able to contribute objectivity without the ultra conservatism of the Dialectical Inquiry System.

Mitroff and Mason (1981 pp. 649-651) provide a response to Cosier's (1981) paper on the dialectic. They argue that the Dialectic system as presented by Cosier (1981) is more of a two way Devils Advocate than a Dialectic. Their reasoning is that true Dialectic involves not the presentation of two formulated policies but rather the same group formulating a problem from contrasting perspectives thus ensuring comprehensive coverage, thought and development of the issues from non-partizan perspectives.

Further, that DIS. is suited to complex, ill-structured problems and by controlling the experiments the researcher creates structure thereby reducing the effectiveness of DIS.. Further, Mitroff and Mason argue that solutions to complex, important and resource committing decisions can not be explained by the facts alone; the policy issue itself involves "metaphysical judgement" (Mitroff 1981 p. 651) which is not reflected in Cosier et al.

Charles Snow, and Donald Hambrick, (1980 pp. 527-538) studied close on two hundred organizations in an empirical attempt to measure strategy.

Snow and Hambrick use the Miles and Snow (1978) topology, which types an organization's relationship with its environment, to carry out an analysis of strategic change.

Snow et al argue that there are many shapes and forms of organizational "change". That not all of these movements are indeed

strategic change. They suggest a practical measurement of when change is strategic and when it is something other, for example adaptation or a tactical movement.

Their theory is that strategic change has taken place when there is substantial realignment with the environment and there is a related internal technological, structural and process change in order to effect this new relationship with/to the environment.

Snow and Hambrick believe that corporate movement in respect of its relationship to its environment should not be regarded as strategic change but strategic adjustment until such time as the related internal changes take place, at which time strategic change is said to have taken place.

Consequently, the trend in practice is toward modification rather than change itself, strategically, in terms of the corporate relationship to its environment. This argument is in line with Mintzberg's (1977) strategic Life Cycle theory, and the role of Cyclical phases therein.

Snow et al's (1978) paper is important in that it discusses strategy as an alignment tool for the corporation within a specialized and peculiar Operating Environment and circumstances. The current thesis tackles this question in terms of the variations in Strategic Duration Perspectives, such being an important contributor to this perennial environmental alignment processes and how the corporation relates its change to environmental developments in terms of the numerous strategic variable's multi-dimensional, directional and varying impact.

Hatten, Schendel, and Cooper, (1978 pp. 592-610) undertook a study of the American brewing industry to establish whether quantitative analysis of strategy can be successfully established from the corporate goals, the environment and the strategy.

The authors define corporate strategy in terms of the product/market choices, "... corporate strategy relates the goals and objectives the firm wishes to achieve to the products it is to offer, the markets it will serve, and the environment in which it exists." Kenneth Hatten, A Strategic Model of the U.S. Brewing Industry: 1952 - 1971, Academy of Management Journal, Vol. 21, No. 4, 1978, p. 592.

Business strategy is defined as being more focused, "It defines how the firm will deploy its resources in a given product/market area .... to: (1) satisfy the constraints of corporate level strategy and, concurrent, (2) exploit the opportunities and avoid the threats emanating from the environment (Hofer and Schendel 1978)." Kenneth Hatten, A Strategic Model of the U.S. Brewing Industry: 1952 - 1971, Academy of Management Journal, Vol. 21, No. 4, 1978, p. 593.

A key question is the allocation of resource decisions relative to the competition. How can the firm produce a competitive advantage, competitive distinction, differentiation or product augmentation so as to more effectively allocate corporate resources to beat the competition. Hatten et al (1978) argue that one should begin from an understanding of the past as the basis for the future of the corporation and competition. They argue in favour of a quantitative basis of strategy over a conceptual approach arguing that the more objective analysis will be devoid of the subjective influences attributed to the conceptual models.

Hatten et al (1978) argue that strategy can be formulated on the basis of perceived relationships between management controlled strategic variables, product/market combinations, pricing policies, resource allocation to R&D and advertising, and non-management controllable strategic variables or environmental variables.

The authors reason that a quantitative approach provides a comprehensive understanding of the relationship between particular variables and performance via an objective assessment of variables

to performance measurements, for example market share and profitability. Strategies or what Hatten et al refer to as "multivariate combination or patterns of controllable variables" can be assessed in terms of their relationship to the objective performance measurements like profits.

Secondly, by extrapolation the future can be simulated, to the unknown extent (environment dependent) that the past reflects the future.

Thirdly, they argue that a quantitative model of strategy provides an objective reference to one or a set of strategic or management controlled variables, to simulate scenario (Fisher 1990) planning/budgeting on a zero or extrapolation basis.

From the objective and public information of the competition the qualitative analysis can provide an opportunity to understand the strategies of the competition.

Further, that via the competition's objective information in a quantitative analysis one can reconstruct the strategies of the competition and therein develop a more effective competitive position and a more accurate competitive weapon as a result of one's more accurate competitor analysis.

It is clear from the extensive literature that strategic management is a complex discipline largely as a result of the uncertainty and the vigorous, unique relationship between the corporation and its evolving Operating Environment. Consequently there is a need to have a comprehensive appreciation of the strategic variables in order to argue the specifics of this research which focuses upon the conceptual notion of American Strategic Duration Perspective.

### 2.3 Strategic Duration Perspective And Strategic Management

"The time dimension is inherent in management because management is concerned with decisions for action. And action always aims at results in the future."

Peter Drucker, Management, London, William Heinemann LTD, 1974, p. 44.

This research project focuses on TIME as it relates to the management of strategy within the Operating Environment of the United States of America.

"In the 1980's some enthusiasm for the strategic model began to wane because of disappointing results where it had been applied. Critics argued that it and other techniques had encouraged managers to take too short a perspective in the running of their businesses."  
David Hurst, Why Strategic Management is Bankrupt, Organizational Dynamics, Autumn, 1986, p. 9.

The research topic originates from the harsh criticism of the short term time horizon attributed to American strategic management; this in-spite of the wide spread usage of this short term Strategic Duration Perspective in the American Operating Environment. The same literature consistently refers to the long term time horizon of Japanese strategic management (Fisher 1990) (McMillan 1980); suggesting that America take a lesson from the Japanese duration perspective.

"... it was found that U.S. firms are more flexible in their strategic deployment of resources and that they emphasize short-term resource utilization, while Japanese firms emphasize long-term resource accumulation ...."  
T. Kagono et al, Strategic vs. Evolutionary Management, Amsterdam, North-Holland, 1985.  
(Researcher's underlining)

"This contrast in resource deployment is the most significant difference between Japan and the U.S. ...."  
T. Kagono et al, Strategic vs. Evolutionary Management, Amsterdam, North-Holland, 1985.

While this argument may have theoretical support, the feasibility and practical application have not been questioned as a specialized topic in any type of scientific, empirical study. This thesis will initiate this field and provide exploratory insight into the question of an American Strategic Duration Perspective (SDP.).

"This finding corresponds to the difference in environment and objectives cited earlier: it is quite reasonable for the U.S. firms, which have higher priority to profitability and face a lower opportunity environment, to emphasize mobility and short-term capitalization of resources."

T. Kagono et al, Strategic vs. Evolutionary Management, Amsterdam, North-Holland, 1985, p. 30.

It was difficult to find any significant references in the literature on the specific research question beyond the broad consensus that America needs a longer term time horizon. Das, in a (1991) article concurs that "... very little is known about the process of setting planning horizons and its interrelationship with the setting of corporate objectives." T.K. Das, Time: The Hidden Dimension in Strategic Planning, Long Range Planning, Vol. 24, No. 3, June 1991, p. 49.

The following is a discussion of the time horizon factor in the strategic management literature.

"It is, "What futurity do we have to build into our present thinking and doing, what time spans do we have to consider, and how do we use this information to make rational decision now?""

Peter Drucker, Management, London, William Heinemann LTD, 1974, p. 125.

In 1963, Friedman (p. 42) argued that long range planning was partly responsible for the under-realized potential of the 1960's as a commercial "profit-bed". He argued that planning gave corporations similar information in terms of which investments to follow, resulting in highly competitive markets (reducing

asymmetrical competitive theory as espoused by Rumelt 1979) and consequentially lower margins.

Tylecote (1987 pp. 51-64) argued that a short-term time perspective or discounted rate of time, is the result of the high cost of capital and managerial identification with the capital providers ie. institutional investors and therein their agenda. In addition it is suggested that the expectations and power of institutional investors, the cultural acceptance of a short term out-look and the increased application, access and speed of technology have accelerated this trend. In 1987 Tylecote suggested (p. 62) that this discounted rate of time would decrease productivity and retard innovation.

For Stalk (1988 pp. 41-51) time represents a strategy of perennial assessment of one's competitive advantage in relation to the movement/s taking place in the environment. Further, that such vigilance is not only essential to corporate existence, it represents the real power of competitive advantage. That is, the ability to consistently reach the market with new products represents a power to which the competition can not respond without major multi-level internal restructuring. Stalk's argument here is what Das (1991) refers to as Time being a component of a corporate performance reflected in "time based competition" about which Stalk is an established authority.

Evans et al (1989 pp. 5-13) provides a very enlightening discussion on time and its cultural interpretations. He suggests that Western cultures regard time as a continuum of devisable exact units, or a physical linear perspective of time. While Asian cultures have a more informal approach to time. Western labour exchange their time for wages which dictates their relationship to the corporation. Japanese life-time employment dictates a more comprehensive long term relationship. In contrast American corporations continue to hire variations of contract labour for an increasing number of positions. Evans argues that culture has implications for time which impacts the duration perspective of managers.



Evans's argument is central to this research because the existing literature advocates "superimposing" a long term Strategic Duration Perspective on the typical short term perspective of the American culture and structures of the Operating Environment. Based on Evans's study the feasibility of accomplishing this imposition is weak, if viable or desirable at all. Das (1991 p. 51), argues that Strategic Duration Perspective is unique on an individual basis to the extent that it becomes a "political" tool in reaching corporate consensus in corporate strategy negotiations.

"While we are concerned with the temporal horizons of organizations, it is important to recognize that the organizational temporal horizon is constituted collectively by all the individual executives."

T.K. Das, Time: The Hidden Dimension in Strategic Planning, Long Range Planning, Vol. 24, No. 3, June 1991, p. 51.

Das and Jaques argue that a temporal-horizon is a subjective orientation. Consequently, these orientations of the future play an important role in the actors' Strategic Duration Perspective and consequently their strategic choices. Generally, the attribute of future orientation is assumed to be uniform. The contra reality places Strategic Duration Perspective in an important position in terms of strategic management; as the corporate activity and corporate strategy are subject to a continuum of time. The degree of fusion between the subjective Strategic Duration Perspective of the strategic actor and the objective requirements for performance foretell the type of corporate performance.

Lawrence et al (1967) argue that the time-horizon should be derived from the environment; thus a contingency approach to Strategic Duration Perspective is suggested which is important to this research, which questions the degree of validity in the American Strategic Duration Perspective.

The hypothesis proposed here is that there is a trend toward a more integrated, real-time form of strategic management based on the pace and dynamic multi-level interrelationships involved. Secondly, that

generally the American culture and values run contrary to the long-term Japanese perspective in terms of Strategic Duration. Thus, the economic costs of such cultural resistance in America are argued to be unsubstantiated in terms of the real-time strategy trend and secondly, the economic costs involved should such application even be possible.

Therefore, this research focuses upon the alternative; to utilize the American "short-termism" Strategic Duration Perspective in a positive manner and achieve superior results as a result of the broad and realistic application and feasibility founded upon wide spread cultural deployment and in view of the global trend toward time based competitive advantages.

## 2.4 American Strategic Management Model

The objective of this discussion is to briefly cover the strategic management model of the United States of America.

The United States of America has been the leader of the strategic management movement as a result of its strong academic, military and commercial base. Further, America's ability to evolve and re-define itself is facilitated by the liberty extended to its population. Such evolution of Man has been accelerated by the freedom to innovate, assimilate and progress which is reflected into Man's 20th Century resource gathering ie. commercialism.

The strategic management movement has been further spurred by America's traditional economic position at the top, and legendary economic creativity, opportunism and technological leadership. All of these factors have created an increasing demand for strategic management to cope with one of the most sophisticated, complex, dynamic and simply engrossing economic systems in the world.

More recently strategic management has been called upon to address short-falls in the American economy as she contends for the leadership battle more closely and attempts to consolidate in light of the powerful Japanese, Pacific Rim and emerging united European economies (Maidaque 1983 p. 158).

The American strategic management model has evolved from a highly quantitative objective, closed and exclusive system toward an increasingly progressively qualitative, multi perspective and more balanced, porous and inclusive process. In spite of this trend, at the present time one may concur with Hurst (1986), Maidique (1983) and Hayes and Abernathy (1980) that American business and business management has come to the end of an era.

There are as many theoretical solutions as there are writers: Abernathy et al focuses on process/product technology and an American industrial renaissance, Reich (1983) argues against the

"frontier" mentality and economy suggesting versatility in corporations as the means to remain flexible, in an uncertain and dynamic future, and calls for a national industrial policy to platform this progress. Others refer to the fact that the American economy is based upon an entrepreneurial mind-set and that this is the latent solution. Ouchi (1981) advocates a Japanese type human resources solution for America. Yet others refer to the global economic reorganization and America's new position and role therein.

America is in the process of dealing with a new global economic and political order and her somewhat relegated position (Maidique 1983 p. 158). While these authors are correct it is suggested that the nature of an American Strategic Management system remains hidden within the complexities of global economics, cultural values, business evolution and managerial perception of the American milieu.

The only known factor is that the status quo in American strategic management is by and large seen as not contributing to corporate management in quality or quantity that reflects a maximization of the potential of this powerful management tool. Maidique (1983) puts it more strongly when he discusses "The Death of Corporate Strategy" (p. 151).

All of these papers (above) call for a back to the basics approach and it is suggested that one would be hard pressed to find opposition to this argument. The critical question in this research is simple; how does one go about getting back to the basics when the cornerstone of such approach is a long term strategic perspective? Further, such long term strategic perspective is presently not reflected in the Operating Environment, and appears to flow contrary to the American cultural/social values and the current trends in strategic and operations management.

It may be argued that such retrofitting (of a long term SDP.) is as much a fallacy, as the failed importation of Japanese management into America, and the Japanese (1970's and 1980's) investment in American real estate. The principle remains the same; suggesting

management systems and philosophies inconsistent with the realities (Quinn 1978) of the society and Operating Environment within which one expects the theory to operate. It is suggested that such a detached approach will not constitute a resolution.

It may be argued that the principal of employing the cultural/social value base in a positive manner is more effective in that one achieves a natural and immediate reception to the theory, on a sufficiently large scale as a result of the socio-political-economic alignment. Such scale of reception is representative of the needs of a Strategic Duration Perspective.

Any sustainable solution needs to be applied within the bounds of the popular states quo which includes many of the less amiable factors from a theoretical point of view, but which reflect the realities encountered within the American Operating Environment.

Much of the criticism of the current American economic condition is directed at the traditional quantitative obsession and rational myopia.

"Our company's problem between 1964 and 1980 was our overemphasis on the rational-thinking function. We forgot about visions and values that must lie behind the objectives and strategies. Instead of expressing the shared values of the organization as a whole, our corporate objectives reflected the narrower purposes of a small group of executives."  
David Hurst, Why Strategic Management is Bankrupt, Organizational Dynamics, Autumn, 1986, p. 22.

America's use of the quantitative approach arose out of her need to control fast expanding industries and corporations after World War II (Hurst 1986 p. 6) (Maiaque 1983 pp. 151-161) and has led to a theory of progressive cost efficiency, management based on top-down, unilateral, detached-management, adversarial labour relationships, artificially sustained by rules, regulations and increasingly thicker company policy manuals. The results were not far behind.

"In business the point at which everything starts to go wrong is also the point at which management believes it can stand outside the system and manipulate the processes for its own benefit."

David Hurst, Why Strategic Management is Bankrupt, Organizational Dynamics, Autumn, 1986, p. 26.

The detachment of management from the labour force was indicative of this quantitative approach and the natural progression was the detachment from the business (operations) itself. The end result was non-operational professional management running businesses as investment units instead of competitive tools. Gone were the hands on managerial generalist's perspective and entrepreneurial approach. In place were legal, financial experts and a generation of Harvard type financial MBAs and lawyers. Hurst (1986) and Maidique (1983) argue that the loss of industry and product perspective and background has done grave damage to the state of American strategic management and business. The new managers' allegiance was to the players in their financial and investment circles of mergers, acquisitions and institutional stock market investors. The products, service, markets and people were subsidiary items, no longer the ends but the means to their ends; just what Pascale and Athos (1981) argued against.

"Most of our heroes are either paper entrepreneurs, assisted mightily by our tax laws, or technicians .... The result has been a profound loss of meaning for both the managers and the managed."

David Hurst, Why Strategic Management is Bankrupt, Organizational Dynamics, Autumn, 1986, p. 25.

Andrews (1978) argued that strategy became masked by management by numbers and objectives. In the midst of this quantitative and "analytic" (Yoshida 1989 pp. 10-17) style the important conceptual strategic perspective was unfortunately lost. Management focused on perfecting the parts while neglecting the (sum) direction and alignment of these efforts.

The 1980's saw financial leverage decisions which had no relationship to the inclusive nature of corporate strategic management. As Watson (1963) argued, strategic management lost touch with a vital business ingredient - the human resource and its related social, ethical and bottom line implications. The result of this managerial "detachment" was extreme incrementalism which as Mintzberg (1973b) argued preserves the status quo, which meant that America was losing her entrepreneurial and evolutionary "edge" as mergers replaced innovation.

In a desperate measure to remain competitive with the success of the Japanese, American managers made vain attempts to transplant the Japanese strategic model. It seemed logical at the time, as Japanese management practice was after all based directly on the American methods.

The error, which turned out to be substantial, was the fact that strategic variables are so highly specialized and so much a part of, and dependent upon the economic, social, cultural and political application (past present and future, internal and external) that these initial attempts did little to enhance the reputation of strategic management in America.

It is argued that what America needs in terms of a Strategic Management Model is based in principle upon the Japanese experience. That is, to research other strategic management systems and then to do a "zero" based exercise in terms of imbibing a strategic management system into the existing economic, social, cultural and political make-up that is the abstract labelled "American". The result will be a truly American strategic management process alive and living (Westley and Mintzberg 1989 p. 18) within her people and corporations and therefore accessible to them, a "cultural expectational base" Lincoln et al (1981 p. 96) (populous-driven so to speak) by definition, and aligned with popular evolutionary needs subjectively and objectively. The basis for this theory is the Japanese experience where American managerial principals were worked into the cultural base and therein

found broad popular support.

"Japanese business success began when Western ideas were grafted onto traditional holistic orientation of the Japanese."  
Kosaku Yoshida, Deming Management Philosophy:  
Does it Work in the US as Well as Japan,  
Columbia Journal of World Business, Vol. 24,  
No. 3, 1989, p. 10.



## 2.5 Japanese Strategic Management Model

This discussion is intended to provide a brief review of the literature related to the Japanese Strategic Management Model.

Japan has been characterised by a history of isolation. This exclusionary policy ended finally in 1945. After World War II American management principals were introduced into Japan by the Allied Command in charge of restructuring Japan. Japan's progress since 1945 has been described as an economic miracle, yet the Japanese economy has more recently experienced difficulties and traits of the isolationist policy persist despite American diplomatic and trade-policy attempts to pry their markets open. Even more recently Japan has experienced violent, hitherto unthinkable cracks in her homogenous cultural complexion.

Japan's economic miracle was facilitated by numerous foreign and internal institutions and programs, including a powerful national strategy to subsidize and promote industry to effect economic growth.

This national economic movement was and remains very powerful. It ranges from low cost finance to banks, who may hold equity and quasi managerial positions in client corporations, to massive industrial co-operation in the form of the Ministry of Trade and Industry (MITI) which was responsible for channelling finance to select industrial sectors at low interest rates (Horiuchi 1984 p. 349).

"Japanese firms operate at significantly lower rates of return than their U.S. counterparts." .... "For the sample of 266 firms, the average return on sales, assets, and equity are significantly lower for Japanese firms than their U.S. counterparts." Rosalie Tung (ed.), Strategic Management in the United States and Japan a Comparative Analysis, Cambridge, Massachusetts, Ballinger Publishing Company, 1986, p. 134.

A more recent example of this non-market manipulation is the regulations regarding Japanese pension funds stock allocations (Steiner 1994). He argues that this control of the financial markets has become so extreme that the Tokyo Stock Exchange has been likened to the Finance Ministry's "puppet", as cash is channelled into selected investments labelled important. Traditionally the expectations of Japanese stock market has been strategic, patient and patriotic. However, more recently investors have been rebelling against the stock market policies, non-market influences and poor performance by placing their cash into banks rather than stocks.

"... the Japanese financial market and corporate financial structure will more closely resemble that of the United States. According to Mr. Isoda's projection, in the not too distant future, financial profit will play a role, equal in importance to operating profit, in Japanese corporate financial management."

Rosalie Tung (ed.), Strategic Management in the United States and Japan a Comparative Analysis, Cambridge, Massachusetts, Ballinger Publishing Company, 1986, p. xxiii.

Traditionally the Japanese have been prepared to accept low profits from their corporations in exchange for long term growth, Sheldon et al (1990); Tung (1986). This principal is imitated by banks which support long periods of negative cash flow etc. so as to achieve strategic goals. For example, market share penetration strategies as exercised with great success in the American auto industry. This type and depth of support is simply not available from the American investment-community.

It may be argued that Japan's major strategic breakthrough has been her unique mesh of Japanese cultural-values and practices with American management principals (Sullivan et al 1986) (Yoshida 1989) (Sheldon 1990). Further, that this marriage of culture and management principals has been the most important factor in Japan's economic success.

The Japanese strategic management model is formed around the human resources of the corporation and their contribution to the multi-layered process of strategy formulation. The Japanese have placed strategy development in the hands of their labour force ("trust" Ouchi 1981) which enables the various corporate functional structures to contribute their unique operational perspectives to this process. Thus developing a cohesive and comprehensive operations strategy which is reflected on and into corporate level strategy.

Sullivan et al (1986) argued that Organizational Learning Theory (OTL) has been the major force in Japanese management, more so than Ouchi's (1981) Social Orientation Theory. Nonaka (1985) (1986) (1991) describes Japanese management within the OLT as having a top management echelon which creates uncertainty through "variety amplification" (Nonaka 1991 p. 130). This involves the corporation in generalities and vagueness (essential elements of compromise and consensus). The second echelon is made up of junior managers whose function it is to reveal the certainty (within the uncertainty) by "variety reduction" (Nonaka 1991 p. 130). Sullivan et al suggest that the process produces productivity, creativity and effectiveness. In fact the more variety is amplified (by senior managers) the greater are these corporate effects, as the reduction of variety (by junior managers) is intensified to the extent that variety is amplified.

That is, the increased vagueness (created by senior management) accelerates junior managers' motivation for developing certainty through their resolution of such vagueness, such vagueness may be defined as, corporate strategic challenges.

This process can be described as:

- . creating a variety of options with which to effect competitive success (variety amplification).
- . selection from this variety (variety reduction) is made on the basis of competitive engagement amongst junior managers.

Further, the process itself produces positive side effects, for example in the variety reduction process the junior managers must interact with the environment which facilitates the collection of important market information, perpetuates corporate learning, market alignment and develops market intuition.

This Japanese concept of producing uncertainty by senior manager so that junior managers can reduce it by creating certainty or strategy is similar in concept to Mintzberg's (1977) theory that strategy satisfies the need for security and direction within the uncertainty of the future and the results which will ensue.

Yoshida (1989) suggested that Japanese corporations believe that through the establishment of a company philosophy, strategy and strategic objectives will flow. That is, Japanese corporations suggest that within the realm of a major issue or focus, the specifics will be taken care of. Again this refers to the trust that Japan has in her labour force's ability to follow through. This vague and non-specific management style is labelled "holistic" by Yoshida. Holistic management recognizes that no matter how good the parts of the entity are, the sum and direction of the process must be appropriate in order to achieve sustained performance.

The Japanese Operating Environment has more recently experienced difficulties not all of which can be explained by cyclical economic trends. At least part, and some argue many (Steiner 1994) of these problems are more reflective of macro changes in the economic system as it evolves through the demise of the "bubble economy" into a new phase.

"But Mr. Chudler, the investment advisor, argues, 'The Ministry of Finance has social responsibility not to allow an efficient market to take place' because the economic and social costs of a major liberalization today would be incalculable.'"  
R. Steiner, Trouble in Tokyo, The Wall Street Journal, October 26 1994.

Clearly the Japanese Strategic Management Model is unique, based upon an amalgamation of American management principals and Japanese culture, the result of which is an amazingly complex strategic management process, which with the aid of the Demming philosophy has proven highly effective to this point. The question remains whether this process has the ingenuity and dexterity redefine itself for the 21st century?

## 2.6 Literature Conclusion

Strategic Management literature is excellent at analysing the past/present theories and current developments within the field. The weakness of the literature lies in the inherent limitation of dealing with a discipline whose success is dependent upon future results, while defining factors are evolving under increasing time pressures.

The literature defines the American and Japanese Strategic Management Models clearly and therein indicates their respective Strategic Duration Perspectives. What the literature has difficulty with is matching research production with the evolution of the Operating Environment. While technology has improved access to data leading to shorter lead times for research papers (thus enhancing their relevancy and practical usefulness), the activity within the Operating Environment out-paces researches' ability to sustain relevancy. Further, ongoing longitudinal studies are expensive and present many complex issues of matching, proportion and comparison. In spite of these limitations the literature is fundamental to appreciating strategic management's evolving role.

"Sony's troubles in the U.S. entertainment industry, along with Matsushita's MCA sale, have been viewed as cautionary tales about the dangers of attempting to bridge Japan's formal corporate world of long-term planning and by-the-book management and Hollywood's freewheeling, free-spending creative style"

Laura. Laandro, et al, Getting The Hook, The Wall Street Journal, December 6 1995, A1.

The comparison of Japanese and American Strategic Management Models is engaging as they, in essence, share management principles developed in America. Yet, the evolution of these respective models has resulted in vastly different hypotheses. The research data reflects a narrowing of this distinction in terms of Strategic Duration Perspective (Japanese respondents were found to have shortened

Perspective (Japanese respondents were found to be have shortened their SDP. over the past five years Section 1: Question D) given the trend of Real-Time strategic management systems. A convergence of the two models is unlikely given the influence of cultural values on the strategic actors and the close association between the (competitive advantage) resources of the respective national economies.

It is clear that the United States of America is embarking on a new era in a politically and economically restructured global economy. While the American economy will be changing to meet this challenge; strategic management will be at the forefront of corporate direction, ever vigilant on the impending operating and competitive environment.

The efficiency of this broad contact between corporation and Operating Environment is the focal point of management; for it is here that the corporate competitive engagement proves or disproves the calibre of the sum total of decisions taken by the corporate entity.

It is within this competitive engagement that Time is the dimension responsible for the dynamic nature of commercial and economic activity at all levels. Time is a non-controllable strategic variable which is the platform upon which risk and reward are based. Time is both relative and independent. Time is universal in effect yet relative in impact. Time is increasingly a major ingredient within the asymmetrical battle for advantage amongst corporations.

Time is the remaining arena for competitive offence, for while it has taken its toll in the past and present it has begun to decide the future today.

#### Future Research Areas:

Future research needs to focus upon the match between the evolution of the Operating Environment, the strategic actors

subjective perspective and the Objective Reality of various national, international and multi-national (economic blocks) economic systems; extracting a measurement of the Strategic Duration Perspectives as a means of achieving closer proximity to the Objective Reality. Further, research is needed on an analysis of various SDP. types, compared with respective performance results.

The most important and difficult aspect of Strategic Management is that the past has select or limited application to the future. The very nature of the discipline is the formation of systems and processes which will create future goal attainment; thus forcing strategic actors to constantly be adventurers, discoveries and therein shapers of the economic future.



## CHAPTER 3:

### 3.0 Research Methodology

The research methodology is designed to provide empirical data which is statistically representative and adequate to test the research hypotheses (Clover 1979). Further, the methodology is in line with the academic trends of Strategic Management thesis research as discussed by Shirvastava, et al (1989).

"The mental process through which decisions are reached determine to a large extent the accuracy of conclusions."

Vernon Clover et al, Business Research Methods, Ohio, Grid Publishing, 1979, p. 13.

This exploratory empirical work constitutes applied research, (McGuire 1986 p. 15) and as such is aimed at solving a specific problem namely; the identification of an optimum Strategic Duration Perspective for the American Operating Environment.

This research questions the Strategic Duration Perspective as a critical alignment factor in the interface between corporate strategy on the one hand and the Operating Environment on the other. Thus, the research does not have a particular functional association but rather an inclusive functional application in that Strategic Duration Perspective relates to, and impacts on, the business conceptually and practically as a whole and as functional, operational and managerial parts thereof. This, within the conceptual theory of integrative contingency theory, where a holistic multidimensional relationship exists between the internal, internal-external and external dynamics.

The research is context-free in orientation, that is the research seeks to determine Strategic Duration Perspective in the Operating Environment of the United States of America regardless of organizational context beyond the "organizational matching" which ensures a scientific comparative basis between the three corporate categories. Thus, the research is issue specific, namely Strategic

Duration Perspective for the American Operating Environment and organization generic, namely qualified matching corporations in the three categories American, Japanese and Japanese-American.

According to the research categorization suggested by Shirivastava, et al (1989) this research could be termed "environmental". Yet, it should not be regarded as an environmental analysis but rather an analysis of the degree of alteration and or adaptation to a particular Operating Environment in terms of Strategic Duration Perspective. This research is conceptual and exploratory in nature which makes it difficult, but nonetheless significant.

The research is cross-cultural, in that the comparison is made between Japanese and American concepts of Strategic Duration Perspective in relation to the American Operating Environment. The objective measurement in this research is the Japanese-American Strategic Duration Perspective, ie. Japanese corporations operating within the American economy. Consequently an appreciation of the methodological implications of cross-cultural research are important to the quality of analysis. According to Brislin et al (1973) the real challenge in such studies is the cross-cultural methodology. The applicable problems raised in their book are:

- i. cross-economy corporate matching.
- ii. language translation.
- iii. researcher cultural and national bias.
- iv. geographical distance and costs.
- v. cross-sectional study limitations

The researcher plans to manage these by:

- i. the sampling plan (Brislin 1973 p. 21) will utilize an objective quantitative measurement (size, volume and industry) for sample corporations in both Japan and America.

- ii. to professionally translate the English survey into Japanese and then verbally "back translate" it into English as a means of ensuring translation equivalency in questionnaires (Brislin 1973 p. 33).
- iii. in spite of being based in America for much of the research, the researcher is a citizen of a third country thus reducing the effects of subjective cultural or national bias.
- iv. the research data will be gathered by a mail and literature survey (due to costs), thereby providing a standard setting for data gathering.
- v. by referring to a study conducted in 1980 by the authors of a book titled Strategic vs. Evolutionary Management a U.S. - Japan comparison of strategy and organization, Kagono et al Amsterdam, North-Holland, 1985 and secondly, by utilizing an extensive bibliography.

These represent an effort to avoid, in part, some of the inherent limitations of strategic research based purely upon cross-sectional data. Further, the limits of "cross-cultural" studies are reduced to the extent that the origins of a Japanese-American Strategic Duration Perspective (ie. Japanese SDP.) is surveyed; thus providing the historical perspective for a Japanese-American Strategic Duration Perspective and a quasi-longitudinal view of the (evolutionary and adaptive) process of the "objective" Japanese-American SDP..

The fundamental question asked in this study is the viability of the American short-term orientation or short-termism (Buckely and Brooke 1992) toward corporate strategic management within the American Operating Environment from a holistic and applied perspective of the issue.

The catalyst for this topic was the criticism of this American short-term strategic approach in the literature. This work is an attempt to improve the understanding of strategic management beyond the traditional organizational output-cost, volume and price references. To deal with the Strategic Duration Perspective question from a

converse perspective and illuminate the objective soundness and validity, or not, of the American short-term Strategic Duration Perspective.

The research method is the comparison of the Strategic Duration Perspective of three corporate categories namely; Japanese Corporations (J) operating in Japan with traditional long-term Strategic Duration Perspective (Brislin et al 1992 p. 391) approaches, American Corporations (A) operating in America with traditionally short-term Strategic Duration Perspective orientations and Japanese-American Corporations (JA) operating in America, whose Strategic Duration Perspective categorization will be established in the course of this research.

A sample corporation is defined within one of these three categories by one, geographical location, two, ownership and three, management.

The methodology is to measure the degree of Strategic Duration Perspective modification made by Japanese-American corporations in response to the American Operating Environment as compared to one, their traditional Japanese Strategic Duration Perspective which is postulated to be these (Japanese-American) corporations' typical or historic Strategic Duration Perspective. Secondly, to compare such modified Japanese-American SDP. with American SDP..

These comparisons [(JA with J) and (JA with A)] will facilitate a comprehension of the rational (or not) of American Strategic Duration Perspective by using the Japanese-American Strategic Duration Perspective as a quasi objective measurement. The objectivity of the Japanese-American corporations is deduced from their traditional long-term Strategic Duration Perspective orientation, and therefore any Strategic Duration Perspective modification made in America is theorized to be based upon the macro and micro, internal and external "American" Operating Environment. It is this degree of change or adaptation made by these Japanese-American corporations which will provide this study with an

objective base-measurement of Strategic Duration Perspective for the American Operating Environment. From this objective-base the American Strategic Duration Perspective can be reflected so as to argue the rational, or not, of the American Strategic Duration Perspective.

The sample corporations comprise of public companies operating in the three categories and having their major management operations in the respective economies. The Japanese-American corporations need to have been operating in America for at least four years.

Writers on the subject of American strategy appear to have adopted a presumptuous attitude and suggest a simplistic solution: namely, to adopt the longer-term strategic perspective generally attributed to Japanese corporations. This argument is reinforced beyond the obvious by the comparative economic miracle of the Japanese in recent times and American difficulties.

Questions remain on two important levels:

One, the practical application of a long-term Strategic Duration Perspective within a culture and economy which shows no dispensation to such. Could it be argued that the American "short-term" performance-orientated Strategic Duration Perspective has resulted in a unique Strategic Duration Perspective based on the specific factors within the American Operating Environment? As such could it represent a development in the overall field of strategy management? This argument could be secured if the shorter Strategic Duration Perspective represents the most effective and efficient management of the American corporate environment: a comparative analysis of the respondent corporations will provide insight to this question.

Secondly, the economic desirability of a longer-term Strategic Duration Perspective within the general trend of shorter, more flexible and adaptive business activity, let alone the impact of technology.

The whole question recently of the applicability and redefinition of long range business planning generally, makes this research relevant and important to corporate strategists in the 1990's and beyond. Can the long-term Strategic Duration Perspective suggested in the literature survive in an Operating Environment where all aspects of business and indeed commercial activity are being shortened in the name of time-based competition and commercial flexibility and productivity?

The whole question of Strategic Duration Perspective is complicated further by the fact (Drucker 1959) that strategic decisions are present time-fixed while their results and effects are future time-variable within ever faster strategic and (operating) environmental evolution. Thus, the application, feasibility and desirability of a long-term Strategic Duration Perspective for the American Operating Environment needs to be questioned.

### 3.1 Survey Respondent Statistics

Surveys were mailed to American, Japanese and Japanese-American corporations.

The objective is to determine the Strategic Duration Perspective of Japanese and American corporations in their respective Operating Environments. The research will then measure the degree of alteration and or adaptation in Strategic Duration Perspective made by Japanese corporations as a result of doing business within the American economy.

A comparative analysis will then be done between the Japanese and Japanese-American Strategic Duration Perspectives to evaluate and determine the rational, or not or degree thereof, and direction for such movement or deviation from the respective traditional Strategic Duration Perspective model.

From this point the focus shifts to a comparative analysis of the American and Japanese-American Strategic Duration Perspective data to test the hypotheses that the American Strategic Duration Perspective is a resourceful and innovative approach in relation to the specifics of the contemporary American Operating Environment.

The survey methodology comprised of a survey mailing to ninety-eight Japanese strategists, one hundred sixteen American strategists and one hundred seventeen Japanese-American strategists. Respondents were provided surveys in English or Japanese. The corporations were selected from a list of Fortune 500 corporations in the August 23rd 1993 issue of Fortune Magazine. The Japanese-American Strategic Planners were selected from the Japanese respondents who had operations in America. This list was compiled manually with the assistance from the James J Hill Library in ST. Paul Minnesota USA. using the following Japanese directories: Japan Country Profile 1991-92, Japan Country Report No 1 1992, Japan Trade Directory 1985-1986, 1991 - 1992 Directory Japanese-Affiliated Companies in USA & Canada, Japan Company

Handbook First Section Spring 1993, Japan Company Handbook  
Second Section Spring 1993, Diamond's Japan Business Directory  
1992 and Japan Yellow Pages Spring 1993.

A modification of the three wave method was used to maximize responses. The respondents were mailed the following correspondence:

- i. Pre-mailing letter.
- ii. Questionnaire mailing cover letter and introduction with survey.
- iii. Reminder letter with survey.
- iv. Reminder letter with survey.
- v. Follow-up mailing cover letter with survey.
- vi. Survey received thank you letter.
- vii. Survey results and discussion mailing letter.

Schedule of correspondence:

- i. Pre-mailing letters were mailed 14 February 1994 to three hundred thirty one target respondents, in three research categories namely, American Corporations, Japanese Corporations and Japanese-American Corporations.
- ii. Survey mailed 22 February 1994 to three hundred thirty one targeted respondents as listed below (see List of survey targeted corporate respondents). The response rates (see table below Survey response pattern table) was as expected for an exploratory study, targeting over surveyed and hard to survey respondent positions.  
  
The researcher estimates that approximately two hundred ninety of the surveys and correspondence dispatched reached their targeted destination and targeted corporate positions. The researcher then utilized reminder letters to increase the response rate to the rates indicated below. These reminder letters were mailed with second and third surveys to solicit sufficient responses to satisfy the study.
- iii. Thank you letters mailed as needed.



- iv. Reminder letter one mailed from 5 March 1994.
- v. Reminder letter two mailed from 15 April 1994.
- vi. Reminder letter three mailed from 10 June 1994 with letter of support from Professor A J Strickland.
- vii. Reminder letter three was mailed in smaller batches throughout June, July and August 1994.
- viii. Survey Data collection completed August 1994.
- ix. A summary and discussion of the survey results were mailed to one hundred ten respondents in November 1994 in the Respondent discussion letter, (see Appendix 8).

The response rate was achieved in late August 1994 when the response rate reached between thirty two and thirty nine percent of surveys reasonably estimated to have reached their targeted respondent corporate positions.

Survey Response Pattern Table:

	A	J	JA	Totals
Respondents' targeted	116	98	117	331
Less non-delivered (estimate + returns)	10%	15%	12%	12.33%
Net delivered surveys	104.4	83.3	102.9	290
Net surveys received by researcher	41	36	33	109
Response rate of surveys delivered	39.3%	43.2%	32.1%	38.18%
Average response rate for survey was 38.18%				

The researcher acknowledges that such response rates are lower than average; but it should be noted that such response rates are average or slightly above average given the target respondents and the complex nature of the topic surveyed. The researcher was encouraged by the fax correspondence and notations made by respondents on the surveys and cover letters which indicate a heightened interest in the survey material (see Appendix 4).

## **CHAPTER 4:**

### **4.0 Analysis Of The Data**

The researcher would like it noted that this research is exploratory in nature, dealing with the investigation, measurement and analysis of a complex, descriptive and conceptual phenomenon – Strategic Duration Perspective.

The Strategic Duration Perspective concept was new to the survey respondents; in spite of the fact that the respondents are a sample of the population which is (in part) responsible for the issues and behaviour upon which Strategic Duration Perspective was developed and identified.

The remainder of this chapter is devoted to a detailed analysis and discussion of the data. This will be accomplished by taking each question in turn and:

- i. Explaining the relevance of the question.
- ii. Discussing the anticipated response based upon the current literature.
- iii. Discussing the empirical response.
- iv. Representing the data from each questions numerically and graphically.
- v. Discussing the results from each sample category.

Each of the four sections will be dealt with in a similar manner. This micro perspective of the data is followed by the more inclusive, macro discussion of the four hypotheses.

#### 4.1 Analysis And Interpretation Of The Survey Questions

##### SECTION 1: OPERATING ENVIRONMENT INFORMATION.

###### Question A.

How would you describe the Pace of change in the Corporation's Operating Environment?

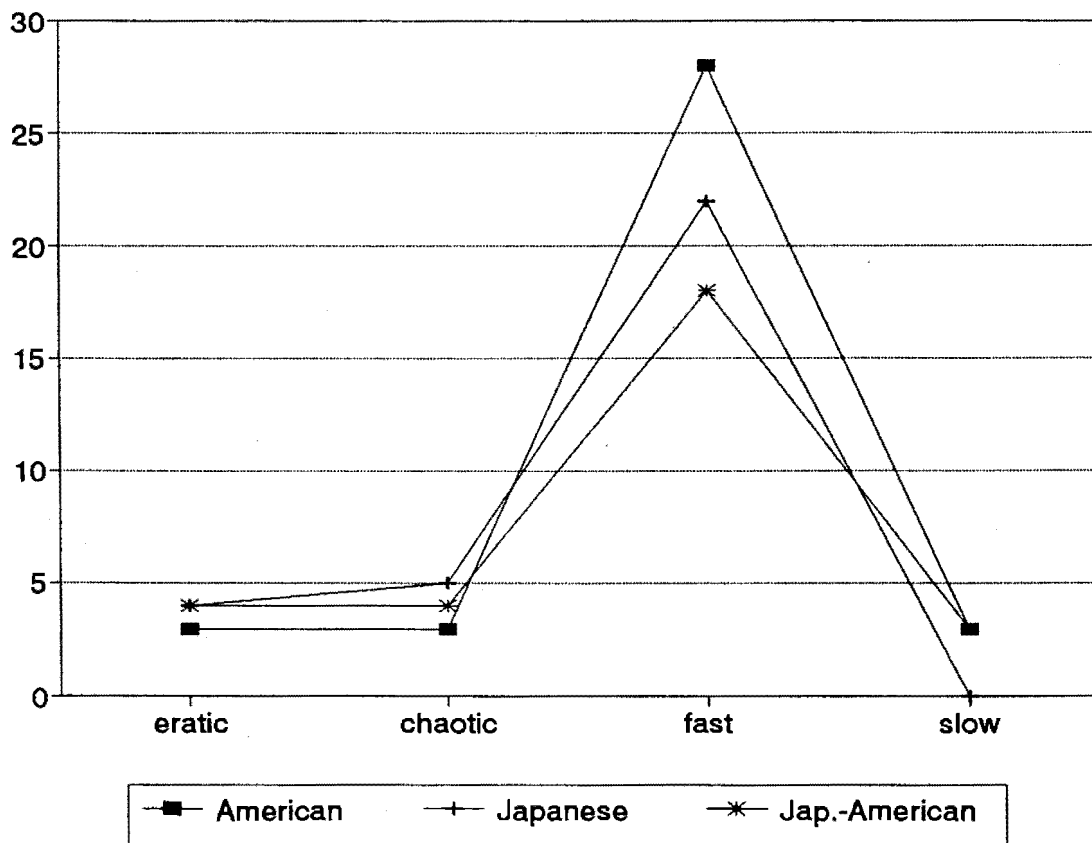
(Please circle one response)

1. erratic.
2. chaotic.
3. fast.
4. slow.

###### Weighted Average Analysis 1:A

	erratic	chaotic	fast	slow
A	3%	3%	28%	3%
J	4%	5%	22%	0%
J-A	4%	4%	18%	3%
Combine	11%	13%	71%	5%

###### Graphic Analysis 1:A



## Weighted Average Percentage Sequential Analysis 1:A

First - Fast
Second - Chaotic
Second - Erratic
Second - Slow

### American Respondents

First - Fast
Second - Chaotic
Third - Erratic
Forth - Slow

### Japanese Respondents

First - Fast
Second - Erratic
Second - Chaotic
Third - Slow

### Japanese-American Respondents

First - Fast
Second - Chaotic
Third - Erratic
Forth - Slow

### Combined Respondents

## Discussion:

The above data suggest consistent support for the opinion that the three corporate categories perceive their Operating Environments to be changing at a "fast" pace.

The perceived pace of change in the Operating Environment is important to the research as strategic management is the primary tool for reconciling the interaction between the internal and external behaviour and performance of the unit of competition (ie. the business) via the allocation or non-allocation of corporate resources, with the external Operating Environment. Hence the need to reflect such external change into the corporation both conceptually and structurally.

The literature basis for this question is Ansoff's (1977) focus on narrowing the focus of strategic management as a means of dealing with the increasing pace of change in the Operating Environment as evidenced in the literature and the empirical data.

Friedman (1963) argued that strategic decisions would not be excluded from the ramifications of increasingly shorter time frames within the Operating Environment and therein the need for a more real time strategic management system. Generally productivity and gains therein have been associated with innovation which have saved time; the culmination of such time savings may be argued to be today's time based competition and hence the trend toward real time strategic decisions.

Further, time has been compressed by strategic management; and this has come full circle, to the point where the Operating Environment has become an independent source of time compression.

The anticipated data based upon the literature is that the pace of change in the Operating Environment is at least fast if not chaotic. Consequently the pace of change taking place in the Operating Environment impacts strategic management theory and practice in

that this management tool must account for, and deal with the evolutionary forces impacting the management of corporate resources at a pace (in part) dictated by the collective rate of change within the Operating Environment.

The pace of change in the Operating Environment is one of the factors argued in this research to be most influential in defining the Strategic Duration Perspective of corporations and ultimately an economy as a whole. Thus, the degree of alinement or miss-alignment between the managerial (subjective) perception and the Objective Reality, regarding the rate of change in the Operating Environment, is critical to optimum resource allocation decisions.

Strategic management for this researcher assumes that the perfect or ultimate resource allocation decision exists in the form of the Objective Reality. Thus, the question of good or bad strategic management becomes one of perception which sequentially impacts the degree to which this hypothetical optimum decision, Objective Reality, is achieved or approximated.

Within the confines of this question it is important to note that while the data reflects the selected pace of change in the respective Operating Environments it would be simplistic to draw extensive conclusions regarding the Operating Environmental factors. This question simply ascertains from the respondents their perception as to the pace of change taking place in their respective corporate Operating Environments.

The assumption is (tentatively) made here that the majority of this pace of perceived change relating to the Operating Environment does indeed relate to geographical data of the respective respondent corporations. Yet, such perception should not be routinely aligned with national geographical data. Rather the data reveals that given the Operating Environment of the respondent corporation the pace of change is "fast". The data collected in this question serves to answer the question regarding the perceived pace of change taking place in the Operating Environments of the three corporate

categories. As expected the result is a resounding "fast" from all three corporate samples. The data here confirms the literature which suggests the advances in technology, globalization of market, increasing private financial resources and growing democracy world wide have facilitated economic growth.

This means that whatever the remaining results of the survey may bring the playing field has been levelled to the extent that the Operating Environments were defined as having a "fast" pace of change by all three corporate categories.

Question B.

What is the Source of change in the Corporation's Operating Environment?

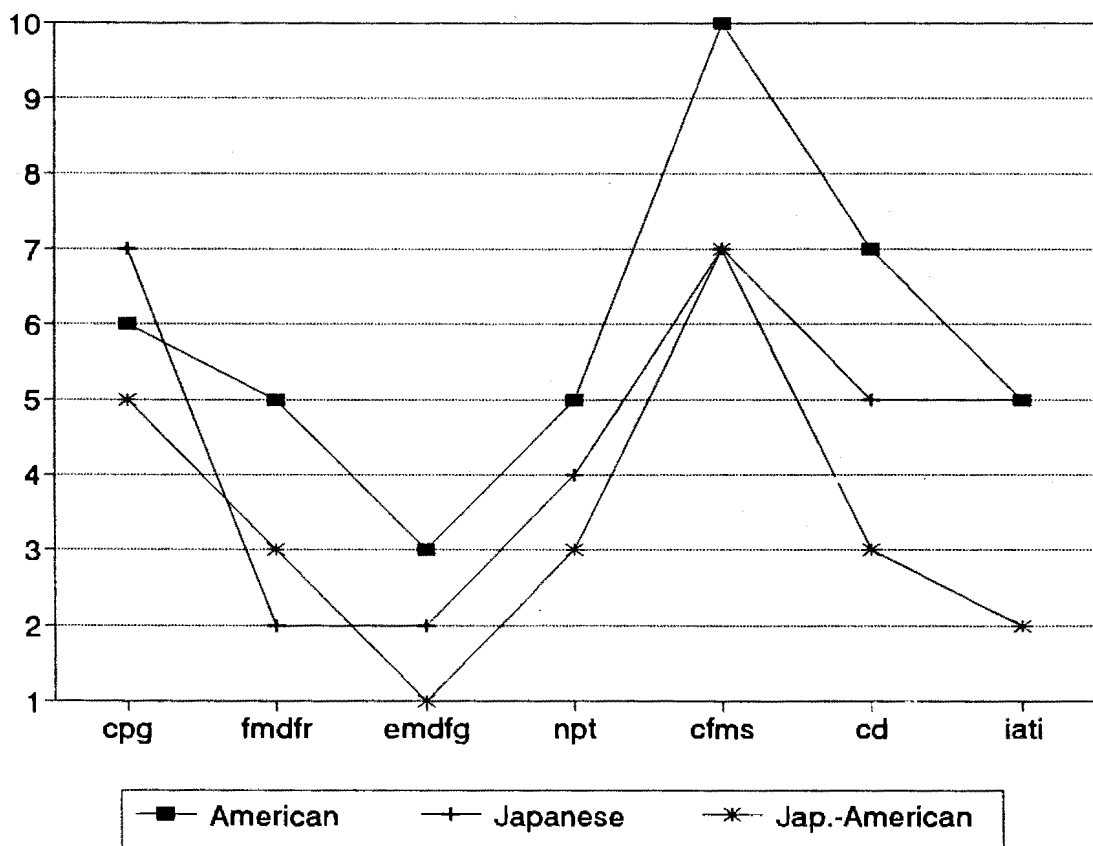
(Please circle one or more responses)

1. corporate performance goals.
2. financial market's demand for results.
3. equity market's demand for growth.
4. new product technology.
5. competition for market share.
6. consumer demand.
7. increased access to information.

Weighted Average Analysis 1:B

	1.	2.	3.	4.	5.	6.	7.
A	6%	5%	3%	5%	10%	7%	5%
J	7%	2%	2%	4%	7%	5%	5%
J-A	5%	3%	1%	3%	7%	3%	2%

Graphic Analysis 1:B





## Weighted Average Percentage Sequential Analysis 1:B

First - Competition for market share
Second - Consumer demand
Third - Corporate performance goals
Forth - Financial market's demand for results
Forth - New product technology
Forth - Increased access to information
Fifth - Equity markets demand for growth

### American Respondents

First - Competition for market share
First - Corporate performance goals
Second - Consumer demand
Second - Increased access to information
Third - New product technology
Forth - Financial market's demand for results
Forth - Equity markets demand for growth

### Japanese Respondents

First - Competition for market share
Second - Corporate performance goals
Third - Financial markets demand for results
Third - Equity market's demand for growth
Third - Consumer demand
Forth - Increased access to information
Fifth - Financial markets demand for results

#### Japanese-American Respondents

First - Competition for market share
Second - Corporate performance goals
Third - Consumer demand
Forth - New product technology
Forth - Increase access to information
Fifth - Financial market's demand for results
Sixth - Equity markets demand for growth

#### Combined Respondents

#### Discussion:

The importance of this question is to establish the three respondent categories's perspective of change in their respective Operating Environments. This is relevant to the issue of Strategic Duration

Perspective as variations in perspective here may account (in part) for respondent SDP. variations.

The anticipated response is based upon the theory of asymmetrical competition whose differentiation in sources of change in the Operating Environment is the target of the question. McCarthy et al (1975) sought to define strategy as the corporate selection of economic alternatives based upon internal competencies. Thus, appreciating the respondents' concept of change is important to an appreciation of their respective Strategic Duration Perspective.

Mintzberg (1979) placed strategy within a decision stream which reflect the Operating Environment; this question reflects each respondent categories' decision stream emphasis thus further completing the respective definitions of Operating Environment. Mintzberg's (1985) paper led to the contention that corporations define themselves and their strategy upon objectives; thus defining the three (respondent) sources of change assists in defining the objectives of the respective strategies.

Hatten et al (1978) suggested that strategy can, and is founded upon subjective (management) evaluations of controllable and non-controllable economic variables found internally and externally.

The American respondents reflected that the sources of change came primarily from "Competition for market share" and "Consumer demand". Of note was the absence of Equity market influences in these top two positions. In fact this data reflected equity markets coming sequentially last which is surprising given the generally accepted role of the Equity markets in publicly held corporations, such as the sample was comprised of. This data is more suggestive of a Japanese situation than an American, with an emphasis on market share and a de-emphasis of equity markets. These results may be argued to suggest a movement in focus by corporate America from investor myopia to a market share approach based upon the Japanese success of this growth strategy deployed from the late 1970's onward.

The Japanese respondents suggested "Competition for market share" and "Corporate performance goals" as joint primary sources of change in their Operating Environment. These were followed closely by "Consumer demand" and "Increased access to information". As one may expect Japanese respondents de-emphasised equity markets and financial market's demand for results and growth respectively.

The Japanese-American respondents followed the American and Japanese results by reflecting Competition for market share as their primary selection for change in their Operating Environment. This was followed by Corporate performance goals and then three joint third places for Financial markets demand for results, New product technology and Consumer demand. The Japanese-American respondents emphasised the financial and equity markets more than the Japanese corporations or the American corporations. Such financial emphasis by the Japanese-American sample may be argued to suggest a phase of economic development where investors return on investment and the company's future capitalization needs are a higher priority for these relatively new investments.

The combined sequential data reflected Competition for market share as the most popular primary source of change amongst the Operating Environments. This overwhelming concurrence on the source of change leads the researcher to conclude that market share is the primary offensive strategy used in corporate competition today. The long term benefits of gaining market share are indisputable and thus it may be argued that within this strategy an aligned Strategic Duration Perspective is emerging whereby the long term strategy of these corporate respondents has been tied to their market share strategy. This is extremely interesting given the likely unintentional (Mintzberg's 1985 Retrospective Strategy) nature of this SDP. development.

The implication for Strategic Duration Perspective is significant, in that a long term strategy is inherent in the selection and deployment of market share as the popular source of change in the Operating Environment. Could this diminish the impact of developing an

optimum Strategic Duration Perspective given that such duration perspective is inherent in the growth strategy selected, ie. by deploying a growth strategy which is inherently long term does the corporation, to such extent, forfeit the flexibility to utilize Strategic Duration Perspective as a tool for adaptation and flexibility in relation to the evolution of the Operating Environment?

This argument is weakened to the extent that the whole concept and value of Strategic Duration Perspective and an understanding of a particular duration perspective, in terms of a resource allocation strategy, is the assumption that the Operating Environment is evolving at various frequencies pushed and pulled in all directions by a complex matrix of internal and external, controllable and uncontrollable factors each exerting force in varying positive and or negative combinations. All of which makes it incumbent upon the corporate strategists to deal with the strategic interaction between the internal and external Operating Environments in such a manner that optimum performance is achieved and maintained to the highest possible degree.

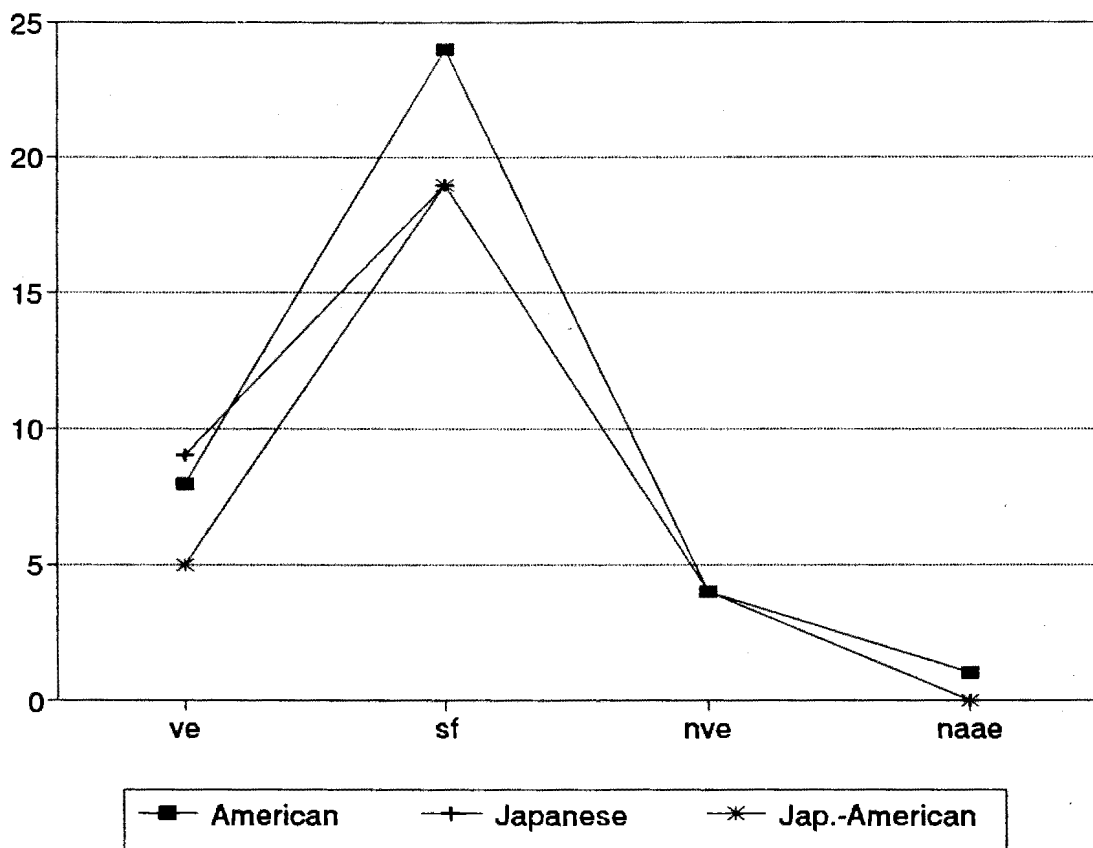
- C. How effective a tool is Strategic Management for managing the interaction between the Corporation and the Operating Environment?  
(Please circle one response)

1. very effective.
2. somewhat effective.
3. not very effective.
4. not at all effective.

Weighted Average Analysis 1:C

	1.	2.	3.	4.
A	8%	24%	4%	1%
J	9%	19%	4%	0%
J-A	5%	19%	4%	0%

Graphic Analysis 1:C



## Weighted Average Percentage Sequential Analysis 1:C

First - Somewhat effective
Second - Very effective
Third - Not very effective
Forth - Not at all effective

### American Respondents

First - Somewhat effective
Second - Very effective
Third - Not very effective
Forth - Not at all effective

### Japanese Respondents

First - Somewhat effective
Second - Very effective
Third - Not very effective
Forth - Not at all effective

### Japanese-American Respondents

First - Very effective
Second - Very effective
Third - Not very effective
Forth - Not at all effective

### Combined Analysis

## Discussion:

This question is important as it goes to the heart of the issue of strategic management's effectiveness in relating internal and

external Operating Environments with and to each other so as to achieve subjectively defined strategic objectives.

Mintzberg (1979) talks about strategic management as a "mediating force" between the internal and external environmental variables. Further, the research comparison between respondent categories seeks to establish which approach is most appropriate for the American Operating Environment. Thus, the measure of effectiveness of strategic management is relevant to the comparison between and amongst the three Strategic Duration Perspectives.

The anticipated results are that strategic management is an effective tool given the absence of any comprehensive alternative, two, its effectiveness is subjectively defined and three the Japanese-American sample would find it the least effective tool as a result of the added complexity of Strategic Duration Perspective transfer to the American Operating Environment.

In the sequential analysis of this question, the results from the three corporate respondents are the same; that Strategic Management is a "some what effective" tool for managing the interaction between the corporation and the Operating Environment. The second sequential position was "very effective", followed by "not very effective". These results reflect the notion that strategic management, like most management tools, is imperfect and should be utilized in conjunction with other management tools as a collective means of approximating the Objective Reality.

It may be argued that given the complexity of strategic management the results are appropriate and relate well to the generally accepted views in the literature. The allocation of corporate resources must be accomplished in anticipation and as a result of the contact between the internal corporate environment and the external Operating Environment. Every allocation of resources is focused on the point of market-contact as it is here over time and by repetition that the corporate balance sheets are developed.



The point of market-contact defines the corporation's relationship to its market and may be regarded as the resulting attempt at approximating the Objective Reality by the corporation's subjective efforts and strategy to capture the market and achieve strategic and operating goals.

Further, this point of market-contact is fragile, in that corporate strategy over time tends to become subjective in favour of the corporation and therefore less objective, caused by a myriad of factors including organizational slack. Corporations tend to rely on market manipulation only to find that objectively the market is adjusting, and in some form moving in an independent (yet corporate collectively dependent) ebb and flow of economic cyclical evolution.

Strategic management is the only comprehensive management tool for managing this complex interaction between corporate and Operating Environment market-contact, here defined by the data as "somewhat effective". In a recent journal article Henry Mintzberg (1994) concurs with the data and discussion above; his logic is a confusion of the strategic planning and strategic thinking processes. This assimilation of what Mintzberg argues to be two distinct functions leads to an over formalization of strategy which sequentially results in strategy too often damaged by what this study refers to as the time-laps effect. Mintzberg suggests a strategic support and advocacy by strategic planners, for use and deployment by strategic thinkers ie. a separation of these strategic planning and thinking functions and their sequential usage.

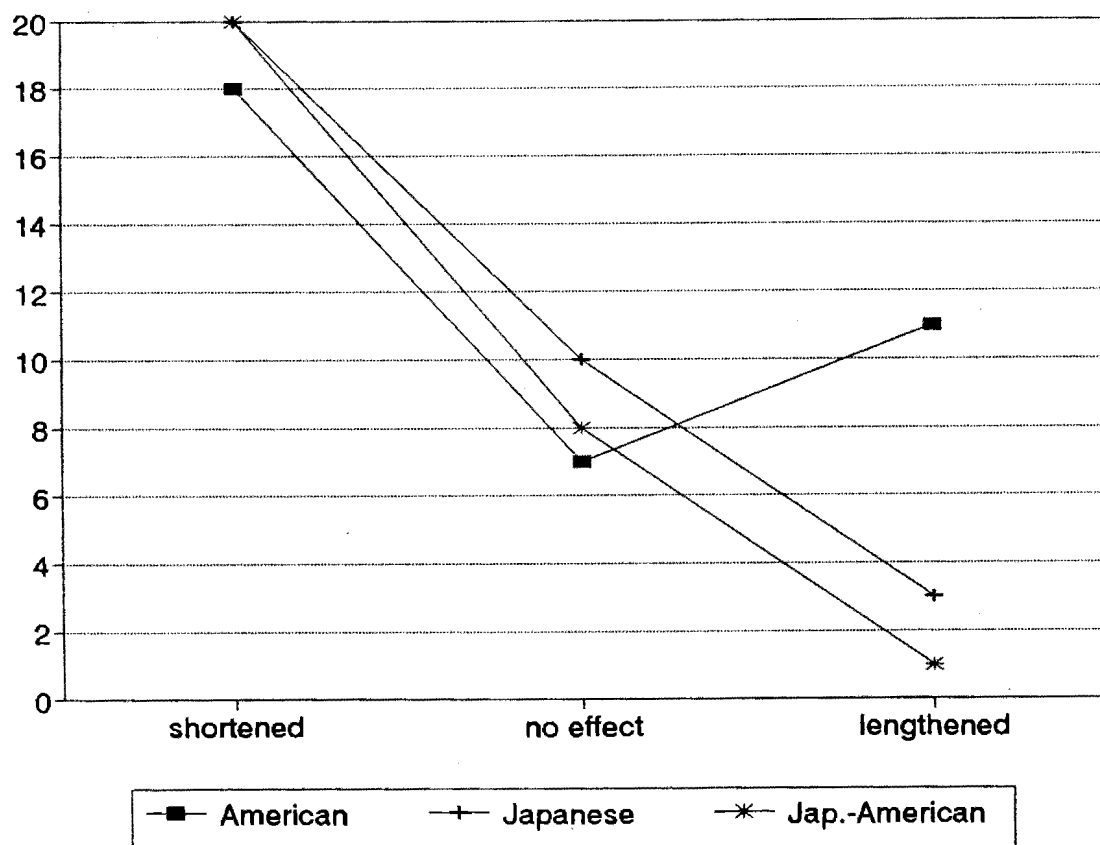
- D. How has the evolution in Operating Environment over the past 5 years affected your Strategic Duration Perspective (SDP.)?  
(Please mark the appropriate box)

shortened SDP.	no effect on SDP.	lengthened SDP.
-------------------	----------------------	--------------------

Weighted Average Analysis 1:D

	Shortened SDP.	No effect on SDP.	Lengthened SDP.
A	18%	7%	11%
J	20%	10%	3%
J-A	20%	8%	1%

Graphic Analysis 1:D



## Weighted Average Percentage Sequential Analysis 1:D

First - Shortened SDP.
Second - Lengthened SDP.
Third - No effect on SDP.

American respondents

First - Shortened SDP.
Second - No effect on SDP.
Third - Lengthened SDP.

Japanese respondents

First - Shortened SDP.
Second - No effect on SDP.
Third - Lengthened SDP.

Japanese-American respondents

First - Shortened SDP.
Second - No effect on SDP.
Third - Lengthened SDP.

Combined respondents

### Discussion:

This question provides the research with the respondents' regard for the respective modification/s to their Strategic Duration Perspectives over the past five years as impacted by the Operating Environment. Thus, it places the research within the context of the SDP. evolutionary process as perceived by the three respondent categories.

As Schendel and Hatten (1972) suggested the role of the Operating Environment can never be discounted without effect. Thus, the role of the Operating Environment on SDP. development is crucial to SDP's. contextual understanding. Further, if strategic management is the process of internal and external resource/opportunity reconciliation, then the parallel between such subjective and objective perspectives are important aspects of the same design.

The anticipated results are that the Japanese-American data will show a shortening of SDP. relative to the Japanese; such to be attributed to the American Operating Environment.

The American data here is noteworthy because it reflects the American Strategic Duration Perspective as being shortened over the past five year period. This should be regarded within the context of, a generally accepted, pre-existing short term performance Strategic Duration Perspective. Thus, the data shows the trend of increasingly shorter Strategic Duration Perspective in the American sample.

Secondly, the second sequential selection by the American sample reflected a lengthening of their Strategic Duration Perspective. This too should be regarded within the context of the existing Strategic Duration Perspective platform; here the data reflects a lengthening of Strategic Duration Perspective by a portion of the American sample which indicates that relative to the Operating Environment's past five year evolution their Strategic Duration Perspective was longer. It may argued that this trend, although smaller, by 11% Weighted Average Percentage, then the "shortened SDP." trend above, points to a movement of position in terms of Strategic Duration Perspective by the American respondents to a slightly longer term Strategic Duration Perspective, again placed in a historical short term Strategic Duration Perspective context. Such data coincide with the market share strategy indicated in Section 1: Question B above by the American sample.

Similarly, it may be argued that a portion of American corporations have for a variety of reasons utilized a longer term Strategic Duration Perspective; and such existing pattern is being reflected here. The data is relevant and may point to a slight miss-perception about the Strategic Duration Perspective nature of American corporations; ie. that a longer SDP. propensity is evident.

The Japanese sample was most absorbing as it significantly pointed toward a redirection, relative to the generally accepted views in the literature, regarding the Japanese Strategic Duration Perspective. Traditionally Japanese Strategic Duration Perspective was and is regarded as long term, as discussed at the outset of this research. Against that long term background the data reflects a shortening activity in Japanese Strategic Duration Perspective. This is important in terms of being a (possible) reflection of strategic management's need to redefine its narrow long term role to possibly a broader shorter term inclusive approach.

This shift toward a shorter Strategic Duration Perspective by the Japanese sample may be argued to be a result of their export orientated economy, global participation and the influences of (in this study) the Japanese-American corporations which operate in an Operating Environment where, given their historical context, the norm in terms of Strategic Duration Perspective is arguably shorter than in Japan. Further, this trend may be argued to reflect not only the "fast" paced Japanese (Section 1: Question A) Operating Environment, but given the global economic connections of the Japanese, a broader need for a more real-time strategic management model.

The Japanese-American sample reflects a trend toward a shorter Strategic Duration Perspective. This is fascinating because, given the long term Japanese Strategic Duration Perspective origins of these organizations this movement in SDP. toward a shorter term Strategic Duration Perspective is greater in significance than can be deduced from a simple measurement of the data. This movement should be regarded as compounded, given the latent resistance and

conservatism of the Japanese parent companies, as indicated in the data from Section 1: Question B below.

Secondly, considering the American Operating Environment the implication of the data on the hypothesis is that a short term Strategic Duration Perspective by American corporations is not only logical but sound economics and management, given the circumstances and operating norms. It serves to tentatively make the case for the hypothesis that a viable short term Strategic Duration Perspective has evolved in the American Operating Environment and that it has come of age.

The combined Weighted Average Percentage sequential analysis points to the general shortening of Strategic Duration Perspective by the three sample populations. This is reflected by the popular selection of "shortened Strategic Duration Perspective" followed by "no effect on Strategic Duration Perspective" which as argued above needs to be regarded against the historical trend of Strategic Duration Perspective within the confines of the respective Operating Environments of the three sample categories. This may be theorized to be suggestive of a broader, arguably global trend toward a shorter term performance based Strategic Duration Perspective as reflected by the respective Operating Environments and time based competition.

## SECTION 2: STRATEGIC DURATION PERSPECTIVE INFORMATION.

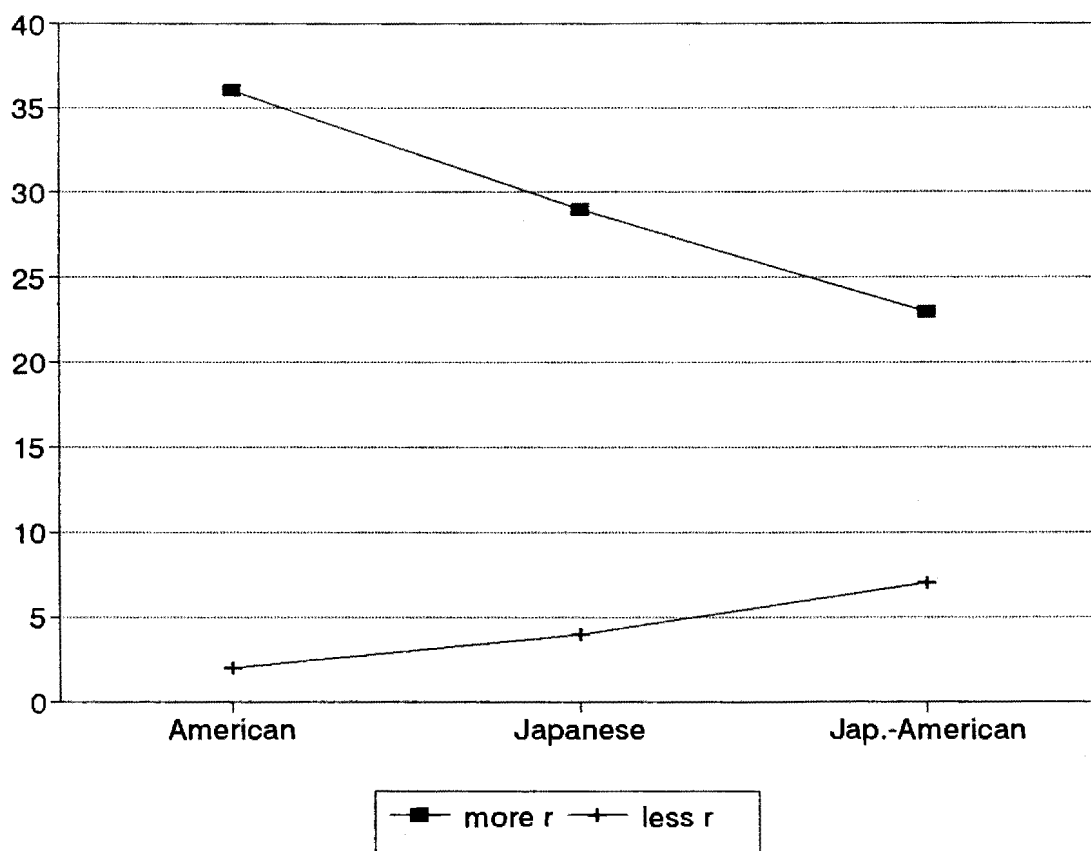
- A. Are your Strategic Plans becoming more or less relevant to the day-to-day corporate operations?  
(Please circle one response)

1. more relevant.
2. less relevant.

### Weighted Average Analysis 2:A

	More relevant	Less relevant
A	36%	2%
J	29%	4%
J-A	23%	7%

### Graphic Analysis 2:A



## Weighted Average Percentage Sequential Analysis 2:A

First - More relevant
Second - Less relevant

American respondents

First - More relevant
Second - Less relevant

Japanese respondents

First - More relevant
Second - Less relevant

Japanese-American respondents

First - More relevant
Second - Less relevant

Combined respondents

### Discussion:

McCarthy et al (1975) and Schendel et al (1972) to name a few refer to the important link between corporate objectives and Operating Environment as being strategic planning. As the numerous variables change, the relevancy of this important linkage needs to be established and re-established as a continuum/process of market reflection.

The anticipated response is that given the trend toward organizational down-sizing and vertical strategic deployment that Strategic Plans would be found more relevant. Further, the issues facing Japanese-American respondents with their unique accelerated strategic adaptation to a "new" Operating Environment will produce



new insights as pressure is placed upon their traditional strategic management model.

The conclusion reflected by survey data is that in spite of the limitations of the strategic management tool, as discussed in Section 1: Question C above, there remains a strong and increasing relevancy of strategic plans to the day-to-day operations of the respondents' corporate perspective. The reason why this question refers to the relevancy of the "day-to-day" operations is to gain insight as to how close these strategic plans are getting to the point of market-contact.

Traditionally strategic planning has been an executive top-down process often accused of being removed from the point of market-contact. Now with empowerment strategies and the advancement of an entrepreneurial corporate spirit (for example the recent IBM restructuring into entrepreneurial business units) which is being forced down into the corporate body there is a paralleled dissemination of strategic planning. The result is that strategic planning and management is taking place increasingly closer to the action and consequently is more real-time in production and execution. This is re-enforced by Bourgeoui's (1985) Perceptual Relativity theory and enhanced by Quinn's Delay theory (1977) of strategic resource allocation. The data thus confirms the literature, that strategic management needs to "fashion" market forces in the most creative and efficient manner. Thus, the Operating Environment provides the data; and it remains the strategic managers' subjective perception which determines approximation or not of the strategic performance to the Objective Reality.

"... as both creatures and creators of a material environment, the area outside the organization in which opportunities lie but in which threats to the success and the survival of every business also originate."

Peter Drucker, *The Information Executives Truly Need*, Harvard Business Review, January-February, 1995, p. 55.

This trend has been accelerated by management cut-backs, corporate mergers and corporate "flattening" of structure which inherently carry a dissemination of power to the horizontal structure, not to mention the change management involved in such gambits. For, by doing more (or the same) with less management strata the implication necessitates a redistribution of managerial authority, resource allocation decisions and proximity to the "boardroom".

"As technology has become pervasive in the business, it has changes the way we work at Wal-Mart. We are placing in the hands of our associates more information then ever in order for them to make decisions closer to the customer and respond quickly to competitive situations. Every company that has, like Wal-Mart, empowered a broader number of employees to make a greater number of decisions knows that this process entails changes in how, when, and where decisions get made as well as challenges in managing the associated risk."

Bob Martin, "Perspectives", Harvard Business Review, September-October 1995, p. 162.

It may be argued that the closer strategic plans and management come to the point of market-contact the shorter the Strategic Duration Perspective will be; as the Strategic Duration Perspective gets caught up in the operational-agenda of the organization.

It may be suggested that this dissemination of strategic power is one of the factors which resulted in a short term performance Strategic Duration Perspective in America. As the pace of change in the Operating Environment increased the corporate strategy was forced to become increasingly real-time to attain or sustain a measure of control and consequently got closer to the point of market-contact as a means of dealing with the increased complexity within the Operating Environment.

Arguably at this level strategic management incorporates the expectations of operations in order to be effective. The result of pushing strategic management out of the Boardroom into the depths and physical contacts of the corporation, was to alter the role of

strategic management and to align it naturally with the operational goals and point of market-contact agenda, resulting in a shorter term Strategic Duration Perspective.

It should be noted that such re-deployment of strategy as a management function carries the burden of disseminating, to the extent this function is disseminated, the highly desirable metaphysical (Mitroff 1981) element of strategic planning and management. Thus, Mintzberg's (1994) point regarding the separation of Strategic thinking and planning are increasingly appropriate. Based upon Mintzberg's paper strategic thinking, vision and macro corporate allocation should be retained in the executive offices, supported by strategic planners/analyzers and thirdly, that the management of strategy be disseminated through the (now) flatter entrepreneurial profit centres.

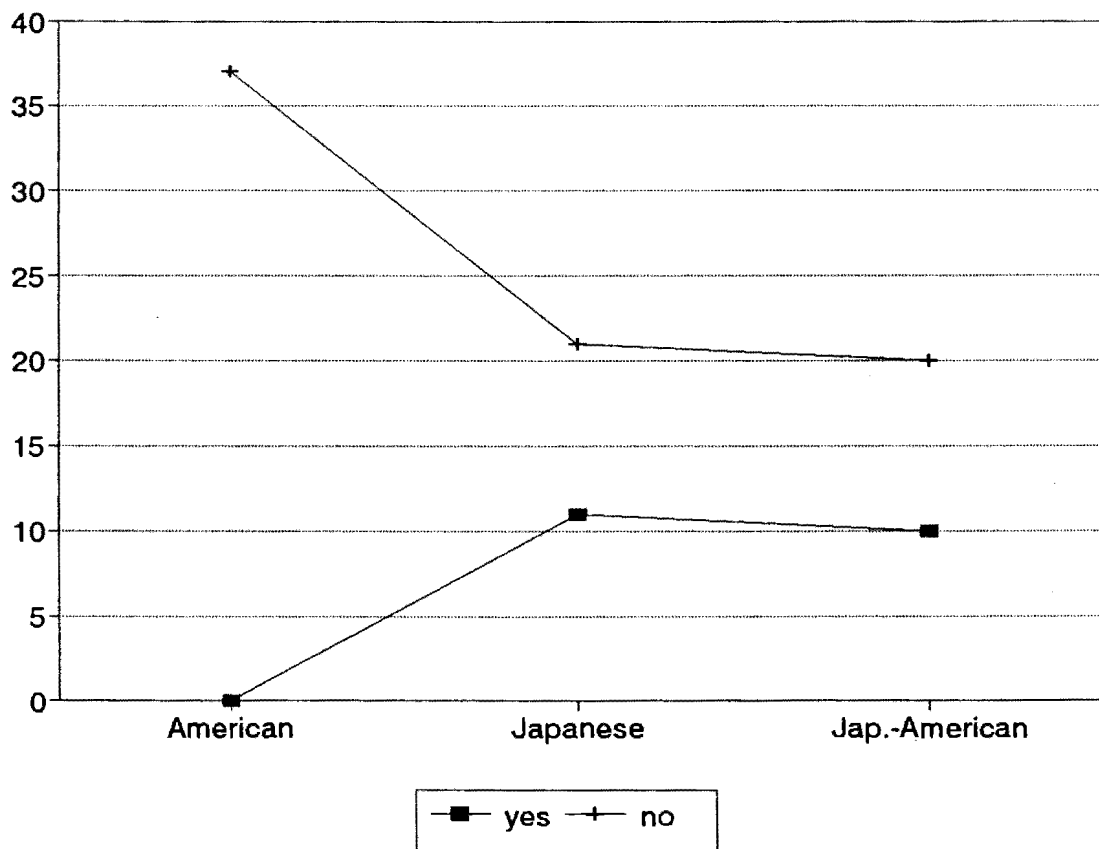
B. Is the pace of change in the Operating Environment making Strategic Planning redundant?  
(Please circle one response)

1. yes.
2. no.

Weighted Average Analysis 2:B

	Yes	No
A	0%	37%
J	11%	21%
J-A	10%	20%

Graphic Analysis 2:B



## Weighted Average Percentage Sequential Analysis 2:B

First - No
Second - Yes

American respondents

First - No
Second - Yes

Japanese respondents

First - No
Second - Yes

Japanese-American respondents

First - No
Second - Yes

Combined respondents

### Discussion:

This question was intended to balance the results of Section 2: Question A immediately above by providing data on the impact of the pace of change on Strategic Planning.

The anticipated result is that Strategic Planning could be found lacking here as its tradition of long-termism flows contra to the pace of change in the Operating Environment.

Question A. above refers to the relevancy of strategy to the day-to-day corporate operations and the results were affirmative. Question B. refers to the pace (see Section 1: Question A) of change in the Operating Environment and questions the redundancy of strategic

planning in such a "fast" paced Operating Environment.

The results reflect a resounding no. For each of the three corporate categories strategic plans were not redundant despite the fast paced change in the Operating Environment. One may argue that by casually summing the patterns of Section 2: Questions A and B the data reflect that strategic plans are more relevant and less redundant to the day-to-day operations and pace of change in the Operating Environment respectively.

The relevance of these results for Strategic Duration Perspective are an indication of what the corporate needs are for strategic management in relation to one, the internal operations of the corporation and secondly, the external Operating Environment. On both accounts the data reflect a positive need and role for strategic management and planning.

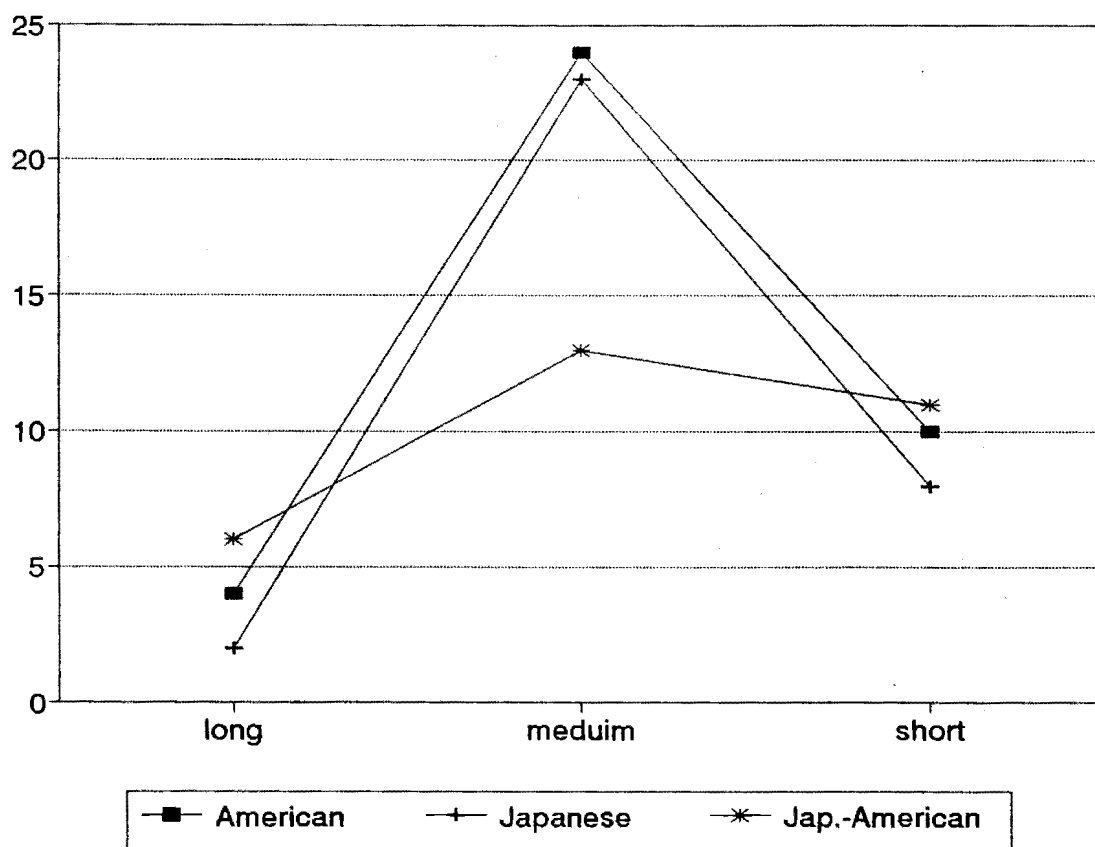
C. Which of the following would you suggest is THE most effective in terms of your Corporation's performance?  
(Please circle your response)

1. long range strategic plans.
2. medium range strategic plans.
3. short range strategic plans.

Weighted Average Analysis 2:C

	Long range strategic plans	Medium range Strategic plans	Short range strategic plans
A	4%	24%	10%
J	2%	23%	8%
J-A	6%	13%	11%

Graphic Analysis 2:C



## Weighted Average Percentage Sequential Analysis 2:C

First - Medium range strategic plans
Second - Short range strategic plans
Third - Long range strategic plans

American respondents

First - Medium range strategic plans
Second - Short range strategic plans
Third - Long range strategic plans

Japanese respondents

First - Medium range strategic plans
Second - Short range strategic plans
Third - Long range strategic plans

Japanese-American respondents

First - Medium range strategic plans
Second - Short range strategic plans
Third - Long range strategic plans

Combined respondents

### Discussion:

This question is significant, as it indicates which time horizon is regarded as most effective in relation to corporate performance.

The literature has traditionally looked down upon short-termism in favour of long-termism. Yet Mintzberg and others often make reference to the parallel linkage between internal and external resource/ opportunity reconciliation. Such principal comes without



any time horizon constrains, and hence the need to question the practical application of the principal.

The anticipated result is an increasing tendency toward strategic short-termism, or at least a movement away from long-termism reflecting the operational movement in this direction.

The results of this question are poignant with regard to this research as they reflect the trend toward a shorter term Strategic Duration Perspective by the Japanese and Japanese-American samples. The American sample in fact reflected the highest weighted average in favour of medium range strategic plans.

The American data point toward medium and short range strategic plans as THE most effective in terms of corporate performance. While one may have expected short range strategic plans to have taken first sequential place here, the trend by this sample reflect a viable trend toward the increasing usage of medium range strategic plans in American corporations.

Again it is most important to place these weighted averaged results in a "contextual weighted average perspective" by appreciating that each of the three respondent categories define long, medium and short range strategic plans in likely different terms (Evans 1989). With this in mind, it is useful in building the overall thesis for Strategic Duration Perspective, that the Japanese reflected a slight tendency toward medium range strategic plans. Which, given the historical context of Japanese SDP., is a remarkable move toward the shorter term strategic perspective. Here too one should read such movement as compounded by the inherently torpid nature of decision making and apparent reluctant approach to change in the Japanese management style.

The Japanese-American sample reflected a much stronger tendency toward the shorter range strategic plans than the Japanese. This is very enlightening, as it demonstrates support for the hypothesis that while operating in the American Operating Environment the

Japanese-American sample has shown a strong movement toward the shorter range strategic plan. The rational is that should the Japanese-American sample reflect movement toward the American model such supports the research hypothesis that the American short term performance model is a positive given the Operating Environment.

If the Japanese-American sample had retained its traditional Japanese Strategic Duration Perspective within the American Operating Environment then such would bring into question the rational and motivation of the American model. Such model which has traditionally been short term and performance in orientation, and which is declared in the literature to be based primarily upon the powerful existing financial structures and quantitative-orientation - which is a direct extension of such financial intuitions.

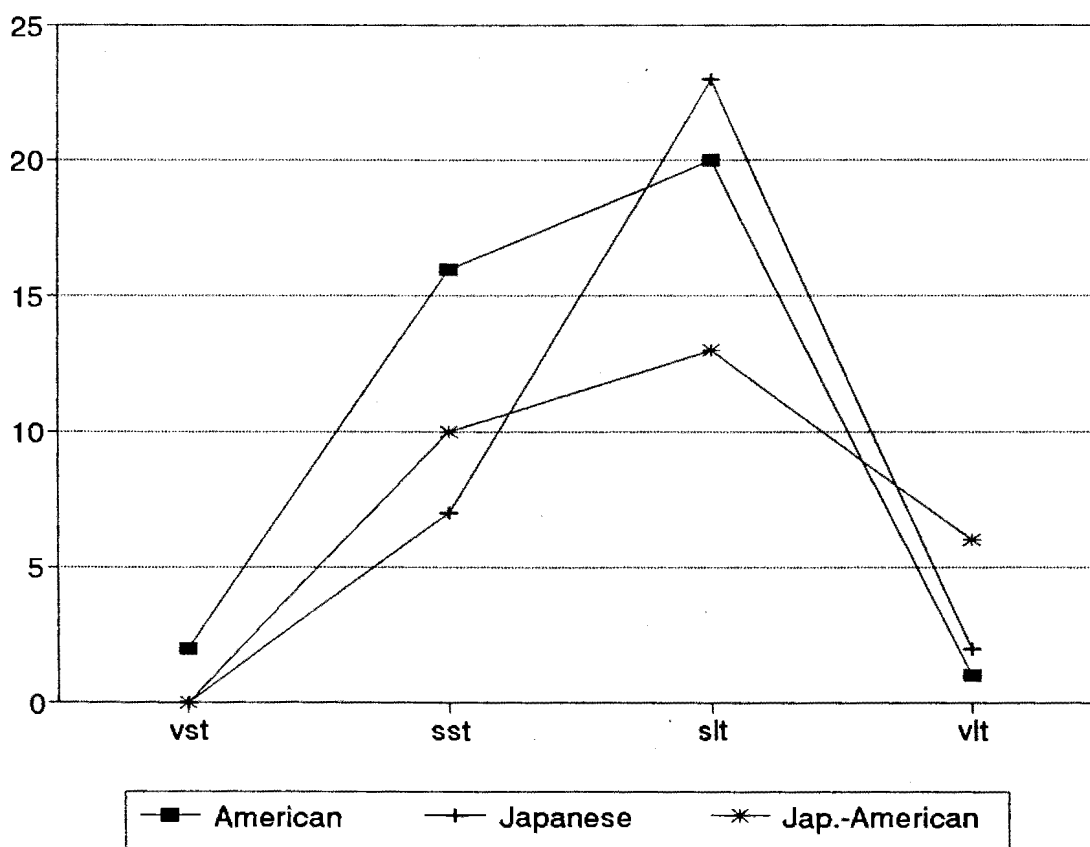
D. How would you describe the Strategic Duration Perspective of your Corporation?  
(Please circle one response)

1. very short-term.
2. somewhat short-term.
3. somewhat long-term.
4. very long-term.

Weighted average 2:D

	Very short term	Somewhat short term	Somewhat long term	Very long term
A	2%	16%	20%	1%
J	0%	7%	23%	2%
J-A	0%	10%	13%	6%

Graphic Analysis 2:D



## Weighted Average Percentage Sequential Analysis 2:D

First - Somewhat long term
Second - Somewhat short term
Third - Very short term
Forth - Very long term

American respondents

First - Somewhat long term
Second - Somewhat short term
Third - Very long term
Forth - Very short term

Japanese respondents

First - Somewhat long term
Second - Somewhat short term
Third - Very long term
Forth - Very short term

Japanese-American respondents

First - Somewhat long term
Second - Somewhat short term
Third - Very long term
Forth - Very short term

Combined respondents

### Discussion:

This data is important as it assists in defining the Strategic Duration Perspective of the three corporate categories namely; American,

Japanese and Japanese-American.

Based upon current literature the respondents' are expected to respond with; American sample as very short term, Japan as very long term and Japanese-American as somewhat short term as a result of their adaptation to the American Operating Environment.

The data from the American sample reflects a close concentration of opinion around firstly, "somewhat long term" 20% Weighted Average Percentage and secondly, "somewhat short term" 16% Weighted Average Percentage. This proximity of weighted average result lends itself to the argument that given the historical context and reputation for Strategic short-termism by corporate America, that the American respondents to this survey suggest a tentative and historically pertinent movement toward longer-termism which coincides with the market share growth strategy (see Section 1: Question B). This data needs to be qualified as being significant given the historical Strategic Duration Perspective position of corporate America relative to this movement toward a longer Strategic Duration Perspective.

The Japanese on the other hand selected the same two first and second options yet with dramatically different emphasis. The Japanese selected "somewhat long term" 23% Weighted Average Percentage, which is 16% weighted average percentage points more than their second selection "somewhat short term" at 7% Weighted Average Percentage; thus in sequence the American and Japanese appear similar yet in fact as derived by comparing weighted averages they are poles apart.

The Japanese-American sample arrived at the same sequential results as the Japanese sample; but here, and this is pivotal, these Japanese-American respondents placed first "somewhat long term" 13% Weighted Average Percentage and placed second "somewhat short term" 10% Weighted Average Percentage; these are only 3% weighted average percentage points apart.

Therefore, it may be argued that in this case the Japanese-American respondents reflect a distinct movement away from the Japanese Strategic Duration Perspective toward the American Strategic Duration Perspective. Further, this movement is clearly an indication that the Operating Environment of a corporation impacts its Strategic Duration Perspective; suggestive of the hypothesis that the American Strategic Duration Perspective is appropriate given the American Operating Environment.

The combined sequential analysis revealed a popularity for "somewhat long term" which, in the context of strategic management generally rather than any particular Operating Environment, is seemly. The notable feature here is the close proximity of "somewhat short term" to the "somewhat long term" choice. Clearly in this study the trend toward a shorter term in strategic management is evident within, and across all three corporate categories. Thus, shortening the scope of strategic management in a shorter term Strategic Duration Perspective has important implications for this management tool. The traditional *modus operandi* of strategic management and planning was latently bureaucratic, exclusive and "top-down" in origin. With the dissemination of information and control through the organization strategic management has modified its definition, capacity and function without comprehending and or projecting-out the evolving definition, capacity and organizational function - a "Mintzberg" (1982) messy, emerging strategy.

It may be argued that strategic management in its purest traditional form has indeed not altered and that what is disseminating and being causally referred to as strategic management is yet another title allocated to appease the incessant need for new (political) acclamation within the organization. Further, that the significant guiding of corporate resources remain essentially in the "boardroom". Real as the decentralization of authority may be, the real power of strategic allocation may not have been diluted to the extent held-out by the progressive management policies and horizontal organizational chart.

While part of this cynical argument may indeed be valid, it is very difficult to prove, and at this stage should merely be noted as one rational of the new role of strategic management.

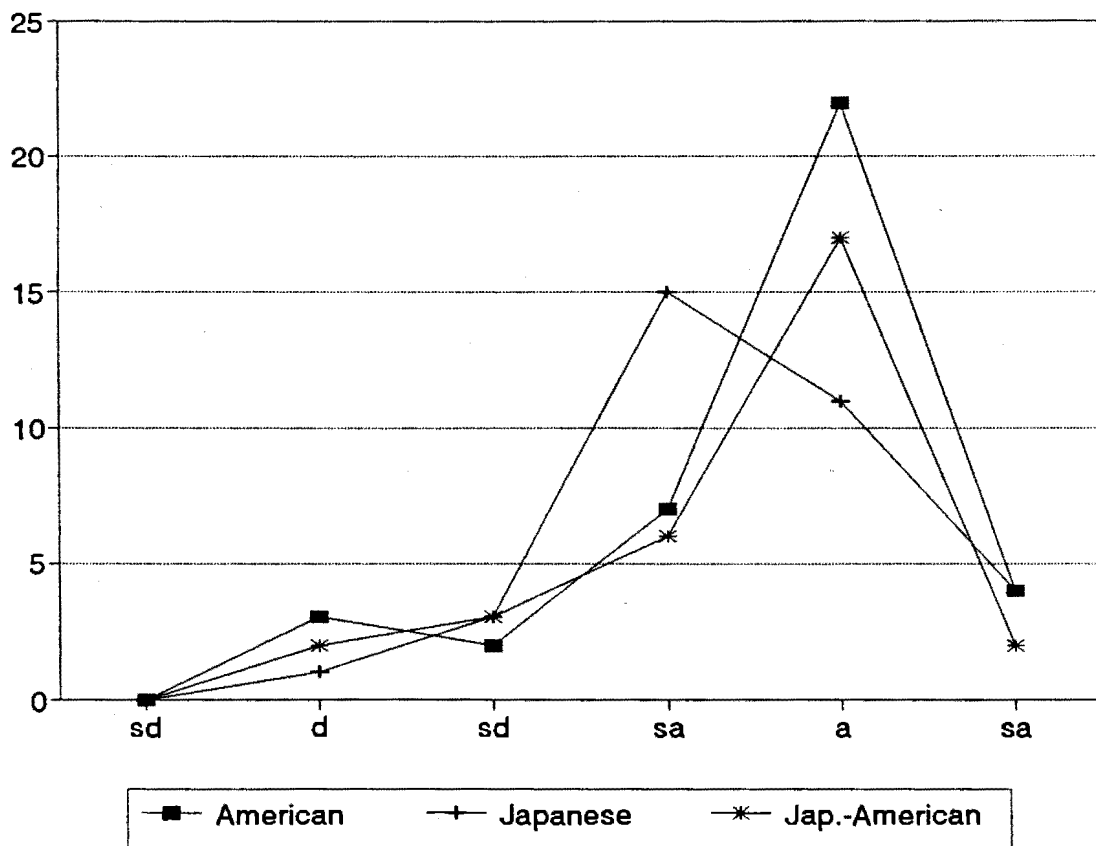
- E. If the Operating Environment is evolving at an increasingly fast pace; Strategic Management must become more Real-Time if it is to remain a fundamental management tool.  
(Please mark the appropriate box)

strongly disagree	disagree	slightly disagree	slightly agree	agree	strongly agree
-------------------	----------	-------------------	----------------	-------	----------------

#### Weighted Average Analysis 2:E

	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
A	0%	3%	2%	7%	22%	4%
J	0%	1%	3%	15%	11%	4%
J-A	0%	2%	3%	6%	17%	2%

#### Graphic Analysis 2:E





## Weighted Average Percentage Sequential Analysis 2:E

First - Agree
Second - Slightly agree
Third - Strongly agree
Forth - Disagree
Fifth - Slightly disagree
Sixth - Strongly disagree

American respondents

First - Slightly agree
Second - Agree
Third - Strongly agree
Forth - Slightly disagree
Fifth - Disagree
Sixth - Strongly disagree

Japanese respondents

First - Agree
Second - Slightly agree
Third - Slightly disagree
Forth - Disagree
Fifth - Strongly agree
Sixth - Strongly disagree

Japanese-American respondents

First - Agree
Second - Slightly agree
Third - Strongly agree
Forth - Slightly disagree
Fifth - Disagree
Sixth - Strongly disagree

Combined respondents

#### Discussion:

This inquiry looks into which format Strategic Duration Perspective should take in strategic management when the assumption is made that the Operating Environment is evolving at an increasingly fast pace. Does this un-controllable variable necessitate a more "real-time" strategic management format?

The literature (Mintzberg 1982 and others) define strategic management generally as the moderator between the internal and external economic variables given the internal objectives, hence the importance of the parallel between the evolution of the Operating Environment and the system whose mission it is to manage such point/s of market-contact. Thus, changes in the Operating Environment need to be reflected into the strategic management system.

Based upon current writing one may expect the data to reflect agreement on the principal, yet politics and tradition may infer some resentment to change in SDP. especially in the case of Japan which is arguably the most conservative sample category.

The data here is poignant in that each category, given its traditional historical, Strategic Duration Perspective (American - short-termism, Japanese - long-termism and Japanese-American - unknown but theorized to be long term in origin yet increasingly short term as a result of the American Operating Environment) offers data

which reflect an acknowledgement that "agree" and "slightly agree" that strategic management must become more real-time to remain a fundamental management tool in today's organization and Operating Environment.

The American sample with its short-termism Strategic Duration Perspective offered-up the strongest affirmative support to the question; "Agree" having a 22% weighted percentage and "Slightly agree" taking a weighted average of 7%. These results reflect the conclusions drawn in the literature, by Quinn (1978) for the delayed deployment of strategic resources.

The Japanese data surprisingly support "Slightly agree" 15% Weighted Average Percent (WAP.) followed closely by "Agree" with 11% Weighted Average Percentage. This indicates a realization by even the long-termism Japanese that strategic management inevitably requires a closer proximity between strategic management and the point of market-contact and therein a shorter term Strategic Duration Perspective given the velocity of the Operating Environment and the increasing commitment of resources to support the market share strategy (see Section 1: Question B).

The Japanese-American data was compelling as it approximated the American response more than the Japanese data. The Japanese-American sample selected "Agree" with 17% Weighted Average Percentage followed by "Slightly agree" with 6% Weighted Average Percentage. This distinction by "Agree" here reflects a strong acknowledgement in favour of a more real-time Strategic Duration Perspective in strategic management as resource allocation decisions are placed increasingly closer to the point of market-contact and at the same time strategic decisions are disseminated down through the organization. Both of which call out for, and result in a more real-time application of strategic management.

The combined results indicate the same trend (above); that 50% Weighted Average Percentage returned data in agreement, that a more real-time approach to strategic management is necessary given the pace and circumstances of their Operating Environments.

- F. The concept of Strategic Duration Perspective has multiple sources; how would you assign these sources amongst the choices listed below.

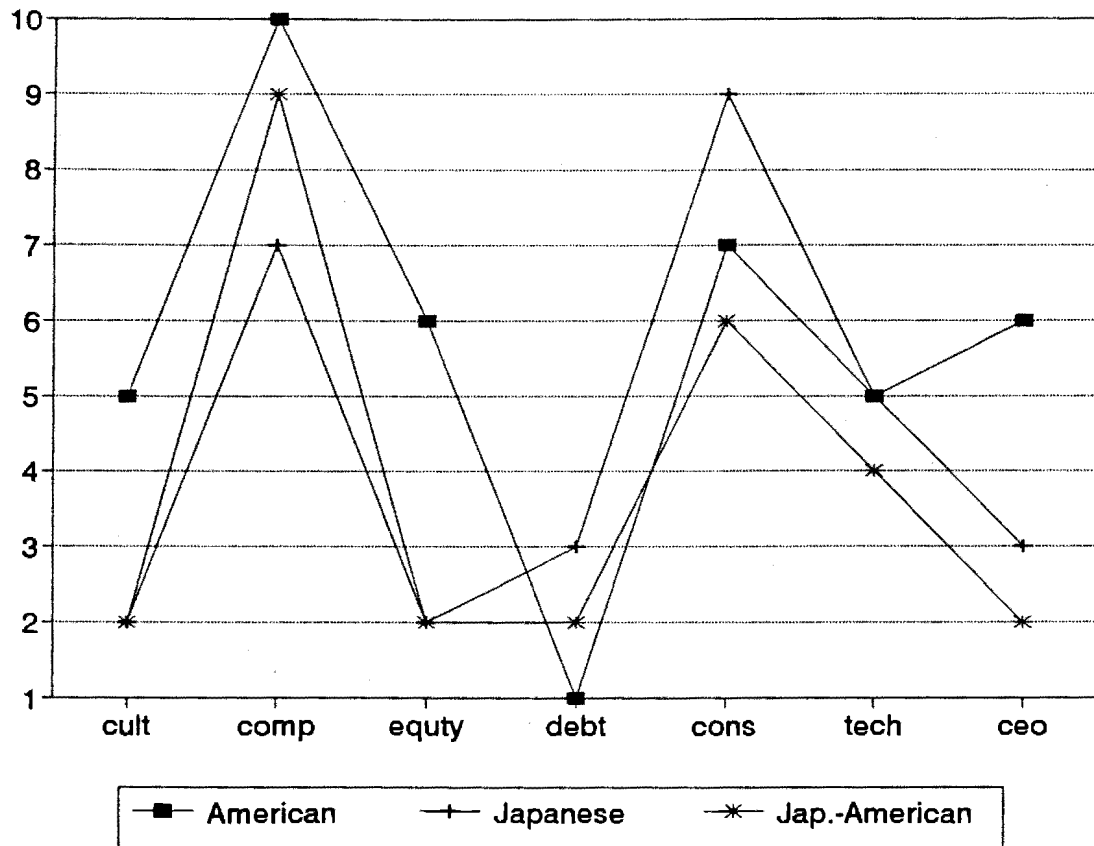
(Please answer as a percentage where 0% = not a source of Strategic Duration Perspective and 100% = the only source of Strategic Duration Perspective)

Basis of Strategic Duration Perspective	Percentage apportioned as basis of SDP.
culturally based	
competition based	
equity market based	
debt market based	
consumer market based	
technology based	
CEO based	
TOTAL	100%

Weighted Average Analysis 2:F

	Cult urall y	Com petit ion	Equit y mkts.	Debt mkts	Consu mer mkts.	Tech nolo gy	CEO
A	5%	10%	6%	1%	7%	5%	6%
J	2%	7%	2%	3%	9%	5%	3%
J-A	2%	9%	2%	2%	6%	4%	2%

## Graphic Analysis 2:F



## Weighted Average Percentage Sequential Analysis 2:F

First - Competition
Second - Consumer markets
Joint third - Equity market
Joint third - CEO
Joint forth - Technology
Joint forth - Culturally
Fifth - Debt markets

American respondents

First - Consumer markets
Second - Competition
Third - Technology
Joint forth - CEO
Joint forth - Debt markets
Joint fifth - Equity markets
Joint fifth - Culturally

Japanese respondents

First - Competition
Second - Consumer markets
Third - Technology
Joint forth - CEO
Joint forth - Debt market
Joint forth - Equity market
Joint forth - Culturally

Japanese-American respondents

First - Competition
Second - Consumer markets
Third - Technology
Forth - CEO
Fifth - Equity market
Sixth - Culturally
Seventh - Debt markets

Combined respondents

## Discussion:

The hypothesis is that Strategic Duration Perspective is comprised of latent economic-socio-cultural-political forces which collectively result in a complex matrix web of weighted factors, each independent yet interdependent, evolving into a formula of Strategic Duration Perspective of conceptual forces within an Operating Environment (Tung 1986 p. xviii). As Pascale (1981) put forward, strategy is part culturally defined; that is, the social mores and culture impact the socialization which to some degree manifests in a particular strategic management model.

This question is important to the definition of Strategic Duration Perspective as a principal of Strategic Management Theory and with respect to each respondent category.

Based upon current literature the anticipated results should find the Japanese emphasising culturally based, competition based, consumer market based, debt markets (Tung 1986 pp. 141, 119) and technology based sources of Strategic Duration Perspective. The American data is expected to focus on the CEO, equity markets, competition, consumer and technology as the sources of Strategic Duration Perspective. The Japanese-American data is unknown, yet founded in Japanese thinking with increasingly American influences resulting from input from the American Operating Environment.

The logic applied here is that SDP. is a subjective variable and as Bourgeois (1985) suggests - top managerial perception is important to the effectiveness of their decisions. Thus, according to the literature the Japanese-American sample should react to their American Operating Environment in a more "American" fashion, giving support to the hypothesis that American short-termism SDP. is appropriate.

The rational is that ultimately such environmental evolution is made-up of people; who from a variety of Strategic Duration Perspectives interact on local and international (economic) basis. Thus, this

question seeks to make a determination as to the composition of this highly complex conceptual force - Strategic Duration Perspective.

The American sample suggested that although there were more and less influential factors in Strategic Duration Perspective, there was a clear distribution of the sources of Strategic Duration Perspective amongst the alternatives listed in the survey. Thus, the American response reflects the sources as inclusive rather than exclusive; although "Competition based" was the most popular selection at 10% Weighted Average Percentage and "Consumer market based" at 7% Weighted Average Percentage was a close second place. The pre-survey expectation of a particular influence by the financial markets, third place at 6% Weighted Average Percentage, was unrealized in this data to the extent expected.

The Japanese sample as expected was very "Consumer" driven with 9% Weighted Average Percentage followed by "Competition" at 7% Weighted Average Percentage; thus reflecting the Japanese emphasis of a consumer driven competition based approach, here reflected in their definition of Strategic Duration Perspective. Here, the expectation of a de-emphasis of the financial markets was realized, such reflecting the structure of the Japanese financial markets' commitment to the long term involvement directly and indirectly in their major corporate cliental.

The Japanese-American sample reflected the American data slightly closer then the Japanese data in their first two selections namely; competition based 9% WAP. and consumer markets 6% WAP.. This is argued to reflect the shift from Japanese to American perspective as a result of the American Operating Environment. It should be noted that this Japanese-American movement may appear insignificant due to the slightness of change. Yet, given the torpid nature of change in Japanese organizations and the pre-existing long termism SDP. disposition, it may be argued that this movement toward the American SDP. should be regarded as proportionally significant.



The combined analysis sequentially reflected a distinct selection of "Competition" at 26% Weighted Average Percentage, closely followed by "Consumer markets" with 22% Weighted Average Percentage as sources of Strategic Duration Perspective. Further, from "Technology" at 14% Weighted Average Percentage there was a fairly consistent, diminishing distribution to "Debt markets" at 7% Weighted Average Percentage.

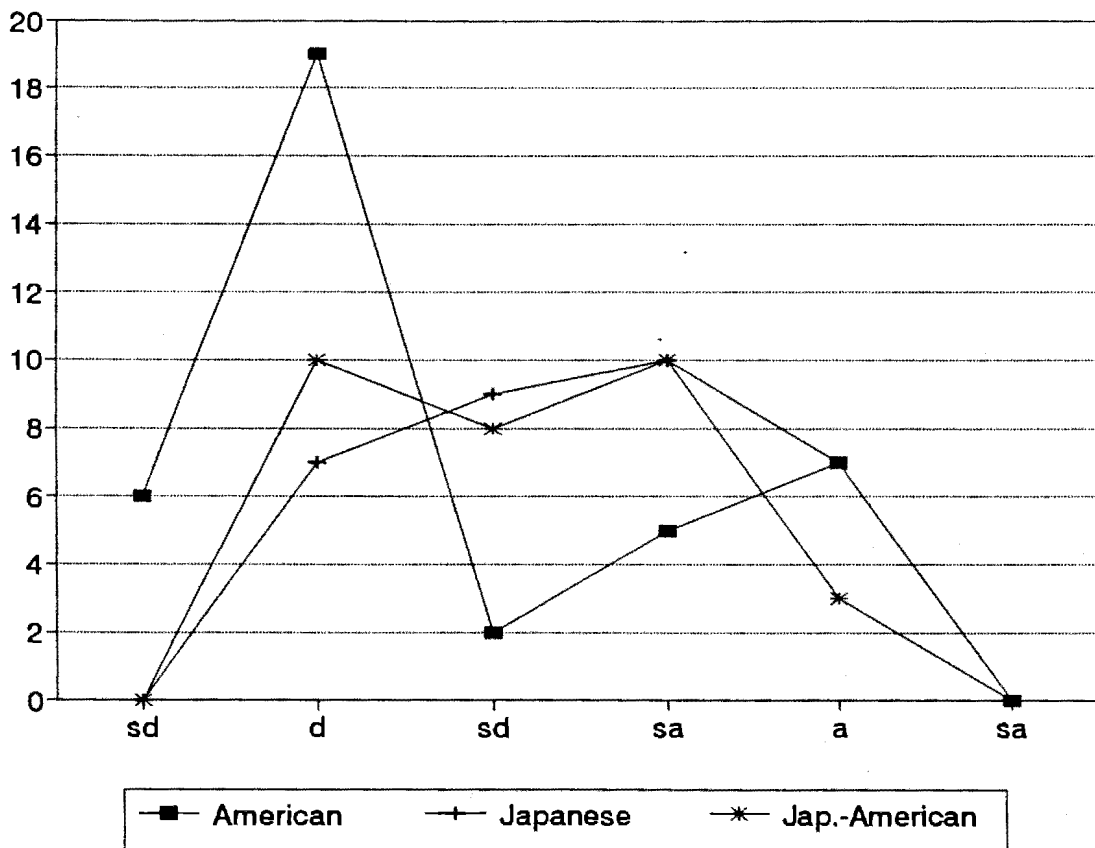
- G. Strategic decisions are taken in the present while the effect of these decisions unfold in the future; thus reducing the effectiveness of Strategic Management?  
(Please mark the appropriate box)

strongly disagree	disagree	slightly disagree	slightly agree	agree	strongly agree
-------------------	----------	-------------------	----------------	-------	----------------

Weighted Average Analysis 2:G

	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
A	6%	19%	2%	5%	7%	0%
J	0%	7%	9%	10%	7%	0%
J-A	0%	10%	8%	10%	3%	0%

Graphic Analysis 2:G



## Weighted Average Percentage Sequential Analysis 2:G

First - Disagree
Second - Agree
Third - Strongly disagree
Forth - slightly agree
Fifth - Slightly disagree
Sixth - Strongly agree

American respondents

First - Slightly agree
Second - Slightly disagree
Joint third - Disagree
Joint third - Strongly disagree
Joint forth - Strongly agree
Joint forth - Strongly disagree

Japanese respondents

Joint first - Slightly agree
Joint first - Disagree
Second - Slightly disagree
Third - Agree
Joint forth - Strongly disagree
Joint forth - Strongly disagree

Japanese-American respondents

First - Disagree
Second - Slightly agree
Third - Slightly disagree
Forth - Agree
Fifth - Strongly disagree
Sixth - Strongly agree

Combined respondents

#### Discussion:

The objective in this question is to explore the degree of confidence corporate strategists have in the future unfolding reality of strategic decisions taken in the present.

Drucker (1974) provides an important definition for the role of strategic management when he puts forward the concept of strategy dealing with the futurity of contemporary decisions. The current literature espouses long-termism which is argued to be in contrast to the increasing consolidation of time horizons in the operational arena. This apparent contradiction between literary long term espousal and the operating reality of time has been accelerated by an increased pace of change within the Operating Environment facilitated by technological deployment and increasing difficulty in managing a complex and dynamic short term Operating Environment with long term strategies.

Further, no contradiction was found in the literature between the principals of paralleled evolution (between internal and external environments), and their application to short-termism. In fact it is suggested here that such short-termism based upon the same principals of internal and external parallelism is currently successfully deployed in America with modifications aligned to the current set-up of environmental variables. Further, that the Japanese-American data will also reflect such trend.

The anticipated result is that strategic decisions will be weakened to the extent that their realization is expected within a long-termism model. Thus, the Japanese are expected to have the highest agreement here as a result of their long term approach, Japanese-American respondents close behind followed by the American sample whom one would expect to have the shortest SDP. and thus proportionally the least impact from the time-laps effect. Further, that such American short-termism may be argued to arise from the very in-efficiencies of applying long-termism management to a short term Operating Environment.

The concept of time-laps is inherent in corporate strategic management and is THE most difficult and challenging aspect of the discipline. Many justifiable, rational and well thought out strategic decisions taken at one point in time appear ridiculous, incomprehensible and in some cases humorous in retrospect. It is during the time-laps period where, decision logic once applied to circumstances, can erode in shape manner and form.

The retrospective view of major corporate strategy is evidence of the fact that theoretically there is inevitably an Objective Reality which is here defined as the perfect allocation of resources given the circumstances, now and in the future. The rational is that there must be a completely correct decision which if made, or even approached, will result in a maximization of return over the long and short term. Further, such Objective Reality would lead to the next logical corporate position; in the same pattern as a master chess player moves "chess resources". The difference for chess players is that moves are made in sequence each side having an opportunity to respond immediately to the resource allocation of the other player. In the realm of corporate strategic decisions resources are allocated and investments made in infinite, sequence and formation, the results of which may remain latent for an undeterminable period. During this time the internal and external Operating Environments continue to evolve at indefinable rates and in innovative directions which impact the original strategic decision with little opportunity to make corrections as these environmental changes occur and the

time-laps effect erode perceptions. The invisible nature of portions of the Operating Environment frustrate the resource allocation until such time as the current set of some what crude quantitative analytical tools reveal the intangible impact on corporate performance, at which point alternatives are considered so as to continually reflect the contemporary and impending Operating Environment.

- application of corporate resources.
- corporate resource commitment.

- evolution of the operating environment.
- evolution of the corporate resource allocation.

- corporate resource allocation out-come.
- under-over-un expected strategy.

Thus, the question arises as to the validity of strategic decisions made whose results and return (on investment) are to be fully realized over and or after varying lengths of time. Further, that due to the great difficulty of making such complex vulnerable strategic decisions "into" a largely unknown future the question here seeks to establish the degree of validity, effectiveness and confidence attributed to such long term strategic decisions.

Given the fragility of strategic commitment it is easy to appreciate the growing attraction for the short term investment and commitment of corporate resources which lend themselves to more measurable returns given their duration and more defined measure. The

question arises whether such resource allocation systems generate an increasingly incremental corporate growth strategy which lacks the visionary element so decisive in effective corporate performance.

The data from this question was enlightening; the American sample disagreed, 19% Weighted Average Percentage, with the question's statement; suggesting that in spite of the time-laps implications inherent in strategic decisions, as discussed above, that the effectiveness of strategic management is maintained. There was a 7% Weighted Average Percentage reflection by the American sample that agreed with the question's statement; suggesting a frustration with the implications of strategic time-laps.

The Japanese data reflects a more even distribution of opinion; the highest 10% Weighted Average Percentage went to "slight agreement" with the question's statement. This was followed by 9% Weighted Average Percentage for "slight disagreement". These first and second opinions suggest a middle of the road opinion about the effectiveness of strategic decisions, given the strategic time-laps effect on strategic decisions. This is indicative of the Japanese Strategic Duration Perspective which has realized valuable results from long-termism and is only now beginning to modify its model (see Section 1: Question D).

The Japanese-American results reflect varying options about the impact of the strategic time-laps on strategic decisions; 10% Weighted Average Percentage for "slightly agree" and 7% Weighted Average Percentage for "disagree". These results may be argued to be somewhat appropriate given the situation of the Japanese-American respondents; with their traditional long term Strategic Duration Perspective and short term Strategic Duration Perspective Operating Environment. This apparent contradiction in the data may be argued to reflect the contradictory operating and historical circumstances of the Japanese-American corporation.

The remaining data from the Japanese-American sample was 8% Weighted Average Percentage for "slightly disagree" and 3%

Weighted Average Percentage for "agree". Here too, the lack of a unified direction may be argued to reflect the cosmopolitan composition of the organization and the influences of the Japanese parent organizations. The latter should be regarded as influential, as a result of indirect Japanese organizational influences and the direct influences arising from the Japanese managers sent for varying lengths of time (three to five years average) to these Japanese-American organizations.

The combined sequential data reflect a disagreement with the question's statement. This may be argued to suggest that strategic decisions are held as effective given the phenomenon of strategic time-laps.



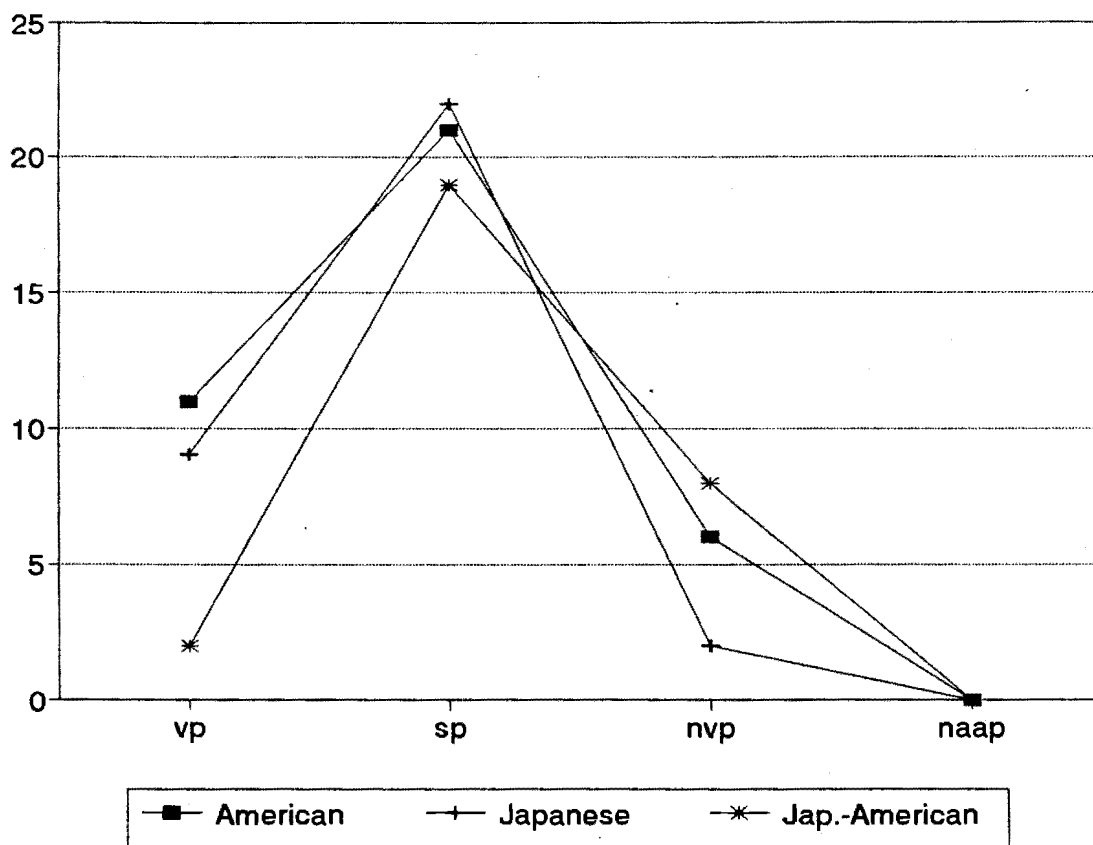
H. How proficient is the Corporation at translating its Operating Environmental Perception into Corporate Performance?  
(Please circle one response)

1. very proficient.
2. somewhat proficient.
3. not very proficient.
4. not at all proficient.

Weighted Average Analysis 2:H

	1.	2.	3.	4.
A	11%	21%	6%	0%
J	9%	22%	2%	0%
J-A	2%	19%	8%	0%

Graphic Analysis 2:H



## Weighted Average Percentage Sequential Analysis 2:H

First - Somewhat proficient
Second - Very proficient
Third - Not very proficient
Forth - Not at all proficient

American respondents

First - Somewhat proficient
Second - Very proficient
Third - Not very proficient
Forth - Not at all proficient

Japanese respondents

First - Somewhat proficient
Second - Not very proficient
Third - Very proficient
Forth - Not at all proficient

Japanese-American respondents

First - Somewhat proficient
Second - Very proficient
Third - Not very proficient
Forth - Not at all proficient

Combined respondents

### Discussion:

The relevance of this question is its reflection upon the perception of the strategic actors as to their aptitude to decipher, interpret and

transpose their "filtered" perception of the Operating Environment into corporate performance.

The contemplated data is that the American and Japanese samples will rate their respective ability higher than the Japanese-American sample given the latter's relative inexperience with its Operating Environment.

The sequential weighted average data indicates a confidence by the respondents in their ability to translate their corporate perception of the Operating Environment into corporate performance.

The American, "Somewhat proficient" 21% Weighted Average Percentage, and Japanese, "Somewhat proficient" 22% Weighted Average Percentage, samples showed very similar results reflecting their perceived ability to read the Operating Environment and utilize the information to achieve corporate performance. In both cases they selected "Very proficient" as their second selection with 11% Weighted Average Percentage and 9% Weighted Average Percentage respectively. This data confirms such studies as Thune and House (1970) and Herold (1972) discussed earlier.

The Japanese-American sample reflected the same (as the American sample) first place "somewhat proficient" with a 19% Weighted Average Percentage result; but showed a noted variation in their second selection "Not very proficient" 8% Weighted Average Percentage. Here the Weighted Average Percentage for this second selection is dis-similar to the American and Japanese second selections. This may be argued to reflect the Japanese-American sample's inexperience and problems with reading the Operating Environment; reflecting their relative lack of American socialization.

Secondly, it may be argued that such results by the Japanese-American sample reflects the possible contradictions creeping into the management of these corporations arising from at least two sources; the influences coming out of the Japanese parent company in terms of financial and administrative support and secondly,

influences exerted by American managers working for the Japanese-American corporations. The often negative implications for American managers working in Japanese-American corporations has been well documented in the literature (Novotny 1984), (Zippo 1982), (Rice 1988).

It may be suggested that the results of the Japanese-American sample above reflect a small part of such cross-corporate, same Operating Environment management variations. Further, it may be argued that such data reflect the increased difficulty in achieving a sound perception of an Operating Environment in a cross-cultural situation, and that it is consequentially more difficult to translate such reading of the Operating Environment into corporate performance.

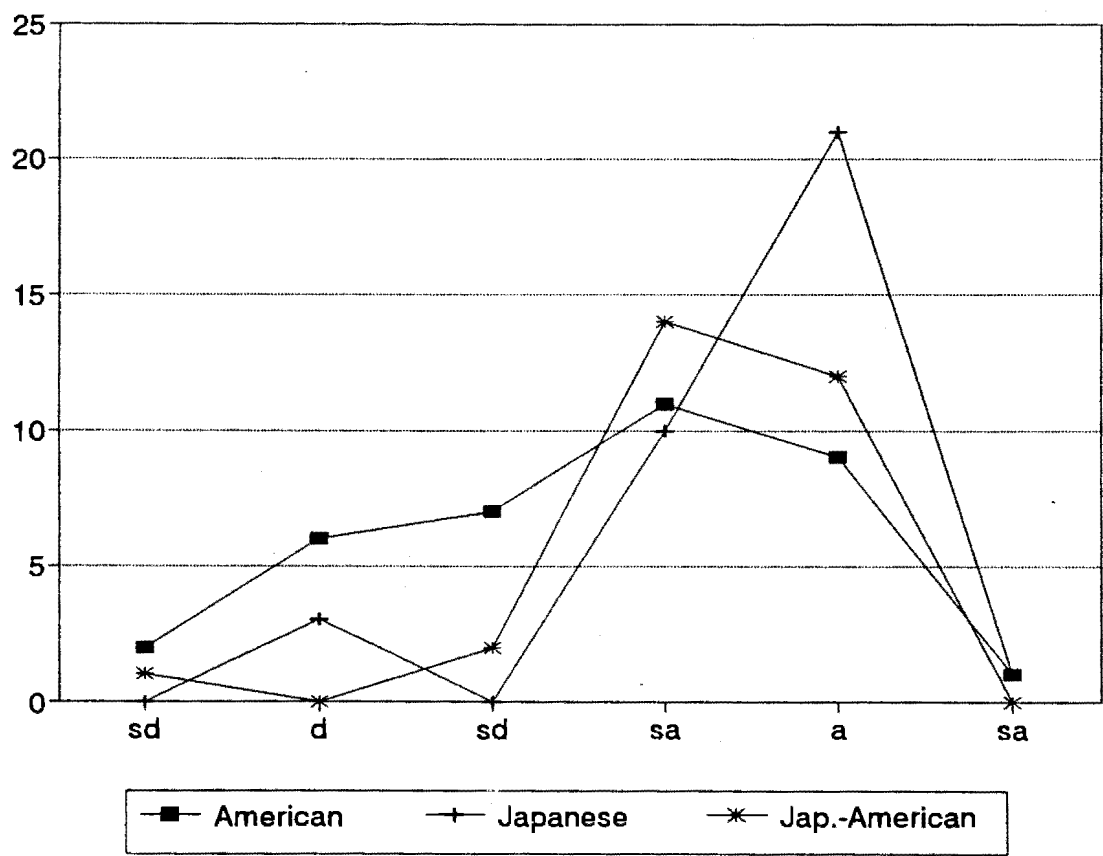
I. There is an American Corporate Strategic Management Model with its own distinctive characteristics.  
(Please mark the appropriate box)

strongly disagree	disagree	slightly disagree	slightly agree	agree	strongly agree
-------------------	----------	-------------------	----------------	-------	----------------

Weighted average data 2:I

	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
A	2%	6%	7%	11%	9%	1%
J	0%	3%	0%	10%	21%	1%
J-A	1%	0%	2%	14%	12%	0%

Graphic Analysis 2:I



## Weighted Average Percentage Sequential Analysis 2:I

First - Slightly agree
Second - Agree
Third - Slightly disagree
Forth - Disagree
Fifth - Strongly disagree
Sixth - Strongly agree

American respondents

First - Agree
Second - Slightly agree
Third - Disagree
Forth - Strongly agree
0%
0%

Japanese respondents

Joint first - Slightly agree
Joint first - Strongly disagree
Second - Agree
Third - Slightly disagree
0%
0%

Japanese-American respondents

First - Agree
Second - Slightly agree
Third - Slightly disagree
Forth - Disagree
Fifth - Strongly disagree
Sixth - Strongly agree

Combined respondents

#### Discussion:

This question and Section 2: Questions K and M below, deal with the hypothesis that there exists a differentiation of strategic management models amongst the three corporate categories; American, Japanese and Japanese-American.

The importance of these three questions (see Section 2: Questions I, K and M) is to establish the perceived distinction between and amongst the strategic management models studied. That is, do the respondents regard their strategic management model as distinctive, and secondly to what degree such distinction is perceived.

The importance of the data is that it will not only indicate whether each corporate category perceives itself as having a distinctive strategic management model, but will also indicate how each corporate category perceives the other sample corporate categories. This will assist the research in making determinations and recommendations on the thesis topic namely recommendation of an optimum Strategic Duration Perspective for American corporations. This question along with questions K. and M. below will assist in comprehending these respective strategic management model definitions and perceptions.

The anticipated opinion here is that the Japanese and Japanese-American samples will regard the American model as more distinctive than the American sample will judge its own distinction. The same

principal of less "self" (sample category) distinction perception is anticipated for questions K. and M. below.

Further, it is suggested that the American Strategic Management Model can be labelled Entrepreneurial, the Japanese Model Ideological and the Japanese-American Model as Emerging.

The American data reflects a self-perception of slight agreement at having an American Strategic Management Model with distinctive characteristics, "Slightly agree" 11% Weighted Average Percentage, "Agree" 9% Weighted Average Percentage and "Slightly disagree" 7% Weighted Average Percentage.

The Japanese data reflect a much stronger opinion that the American Strategic Management Model is distinctive, "Agree" 21% Weighted Average Percentage, "Slightly agree" 10% Weighted Average Percentage. The Japanese-American data is similar in sequence to the American sequence for the first three positions, with stronger Weighted Average Percentages, 14% Weighted Average Percentage for "Slightly agree", 12% Weighted Average Percentage for "Agree" and 2% Weighted Average Percentage for "Slightly disagree".

The American sample agreed slightly that they have a distinctive Strategic Management Model, while the Japanese regarded the American Strategic Management Model as more distinctive than perceived by the American self-analysis, and the Japanese-American data was in slight agreement that the American Strategic Management Model was distinctive. Collectively this data indicates that it is more difficult to point out ones own distinction and easier for others to see it. This was the case here with the Japanese data which reflected a greater distinction in the American Strategic Management Model than the American data reflected of itself.

The contrasting position given to the Japanese-American data throughout this paper again proves enlightening; as the Japanese-American data was in Weighted Average Percentage sequentially similar to the American data but stronger in terms of Weighted



Average Percentage. This indicates that it was easier for these cross-cultural (same Operating Environment) respondents to visualise the distinctions attributed to the American Strategic Management Model.

The conclusion here is that there is an American Strategic Management Model regarded as distinctive by its own corporate sample and that of the Japanese and Japanese-American respondents.

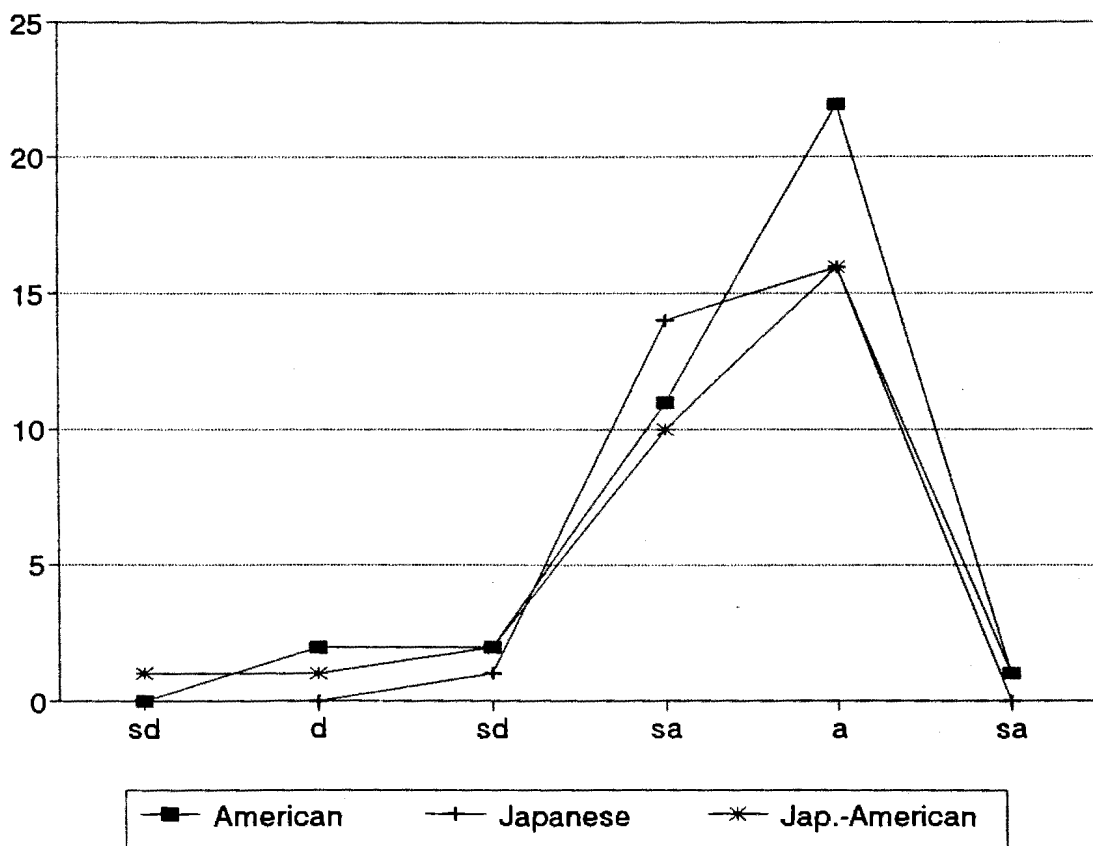
- J. The principal of Competitive Advantage as it refers to various economies is an established economic principal. Would you agree or disagree that these same economic factors which make-up a particular competitive advantage are also responsible for the development of a particular Strategic Duration Perspective?  
(Please mark the appropriate box)

strongly disagree	disagree	slightly disagree	slightly agree	agree	strongly agree
-------------------	----------	-------------------	----------------	-------	----------------

Weighted Average Analysis 2:J

	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
A	0%	2%	2%	11%	22%	1%
J	0%	0%	1%	14%	16%	0%
J-A	1%	1%	2%	10%	16%	1%

Graphic Analysis 2:J



Weighted Average Percentage Sequential Analysis 2:J

First - Agree
Second - Slightly agree
Joint third - Slightly disagree
Joint third - Disagree
Forth - Strongly agree
0%

American respondents

First - Agree
Second - Slightly agree
Third - Slightly disagree
0%
0%
0%

Japanese respondents

First - Agree
Second - Slightly agree
Third - Slightly disagree
Joint forth - Strongly agree
Joint forth - Disagree
Joint forth - Strongly disagree

Japanese-American respondents

First - Agree
Second - Slightly agree
Third - Slightly disagree
Forth - Disagree
Fifth - Strongly agree
Sixth - Strongly disagree

Combined respondents

#### Discussion:

The economic principal of Competitive Advantage is defined in the Collins Dictionary Of Business (Pass et al 1991) as "... the possession by a firm of various assets and attributes (low cost plants, innovative brands, ownership of raw material supplies, etc.) which give it a competitive edge over rival suppliers." Within this definition of note is the reference to the possession of a collection of resources, which in a unique combination facilitate the deployment of resources in a unique format which in turn provides the entity with a competitive position which rival entities cannot, or find difficult to match or out flank at a particular point in time.

Thus, competitive advantage is an ability to be competitive based upon the amalgamation of resources collected within an organization or economy giving rise to asymmetrical competition. The importance of this question is the inquiry whether the economic ingredients (the unique blend of resources) upon which a particular competitive advantage is based would account for a particular Strategic Duration Perspective?

No mention of a possible connection between Competitive Advantage and Strategic Duration Perspective was found in the literature. However the argument is consistent with Hatten et al (1978) who argued that strategic objectives should be selected upon corporate competitive advantages. McCarthy et al (1975) put forward a similar suggestion that strategy should be the result of surveying the

Operating Environment and selecting strategy/ies which are in line with internal competencies. More recent diversification strategy has focused upon investment in managerial and or product competencies rather than purely quantitative approaches.

Should the data reflect such overlap between SDP. and Competitive Advantage then the research would have a basis for looking into the theory of competitive advantage as yet another piece of the thesis puzzle. It is argued that since the basis for a particular Competitive Advantage is a unique blend of economic resources that such resources would therefore influence if not constitute the respective Strategic Duration Perspective.

The American data reflected agreement 22% Weighted Average Percentage and slight agreement 11% Weighted Average Percentage. The Japanese sample opinion was 16% Weighted Average Percentage and 14% Weighted Average Percentage slight agreement. The Japanese-American data suggested agreement by 16% Weighted Average Percentage and 10% Weighted Average Percentage slight agreement. The Combined data shows a 54% Weighted Average Percentage for agreement that the same economic factors which make-up a particular competitive advantage are also responsible for the development of a particular Strategic Duration Perspective. This was followed by 36% Weighted Average Percentage for slight agreement and 5% Weighted Average Percentage for slight disagreement.

In light of the conviction of the data it may be argued that in the individual, weighted averaged and combined opinion of the respondents there exists an overlap between the economic principal/s comprising Competitive Advantage and Strategic Duration Perspective.

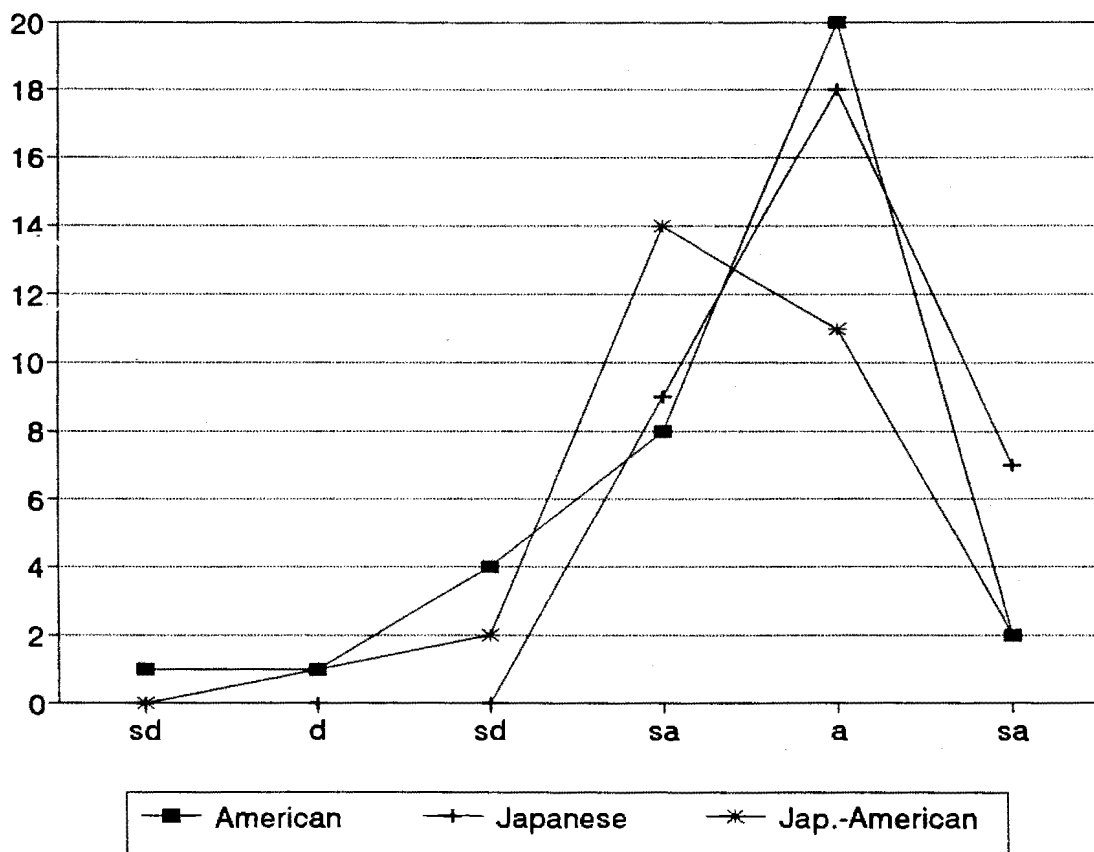
- K. There is a Japanese Corporate Strategic Management Model with its own distinctive characteristics.  
(Please mark the appropriate box)

strongly disagree	disagree	slightly disagree	slightly agree	agree	strongly agree
-------------------	----------	-------------------	----------------	-------	----------------

Weighted Average Analysis 2:K

	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
A	1%	1%	4%	8%	20%	2%
J	0%	0%	0%	9%	18%	7%
J-A	0%	1%	2%	14%	11%	2%

Graphic Analysis 2:K



## Weighted Average Percentage Sequential Analysis 2:K

First - Agree
Second - Slightly agree
Third - Slightly disagree
Forth - Strongly agree
Joint fifth - Disagree
Joint fifth - Strongly disagree

American respondents

First - Agree
Second - Slightly agree
Third - Strongly agree
0%
0%
0%

Japanese respondents

First - Slightly agree
Second - Agree
Joint third - Strongly agree
Joint third - Slightly disagree
Forth - Disagree
0%

Japanese-American respondents

First - Agree
Second - Slightly agree
Third - Strongly agree
Forth - Slightly disagree
Fifth - Disagree
Sixth - Strongly disagree

Combined respondents

#### Discussion:

The American data reflected a strong 20% Weighted Average Percentage in favour of the existence of a distinctive Japanese Strategic Management Model. The Japanese sample agreed that their Strategic Management Model has its own distinctive characteristics, 18% Weighted Average Percentage and 9% Weighted Average Percentage "Slightly agree". The Japanese-American data exhibit a "slightly agree" 14% Weighted Average Percentage and a 11% Weighted Average Percentage agreeing that the Japanese Strategic Management Model is distinctive.

Here too as in Question I. above, the data from the American sample regarding the Japanese Strategic Management Model was stronger than the Japanese self-analysis. This pattern may be regarded as supportive of the argument suggested above; that it is indeed more difficult to evaluate the degree of distinction by self-corporate respondents. The Japanese-American data here was less forceful than the American or Japanese yet reflected a similar result. This may be argued to reflect the same argument as utilized above regarding self-evaluation; thus to the extent that Japanese-American corporate respondents are Japanese such reduced their ability to recognize their-own Strategic Management Model as distinctive.

The combined data reflect an agreement that the Japanese Strategic Management Model is distinctive. This result corresponds with the



results of Question I. above. Question M. below regarding the Japanese-American Strategic Management Model will complete the argument of distinctive strategic management models in American, Japanese and Japanese-American strategy.

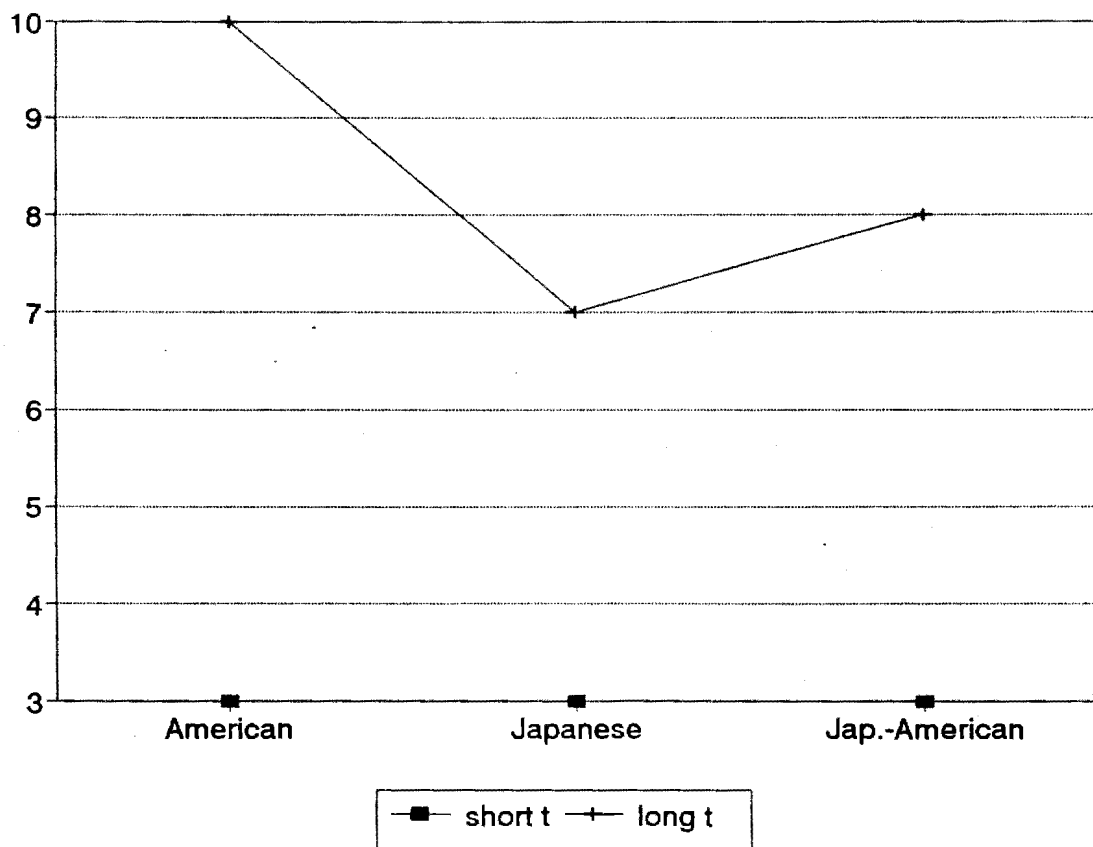
- L. What is your definition of the following Strategic Duration Perspectives (SDP.)?  
(Please answer as a number of years)

short term SDP	long term SDP
..... years	..... years

Averaged analysis 2:L

	Short term	Long term
A	3 years	10 years
J	3 years	7 years
J-A	3 years	8 years
Collective	3 years	8.3 years

Graphic Analysis 2:L



## Discussion:

This question helps the research establish an quantitative measure of a concept, namely Strategic Duration Perspective. The literature lacked any such measurement beyond long and short term. The anticipated data should reflect the conceptual definition of Strategic Duration Perspective for each of the three samples. Hence the Japanese are expected to have the longest, the American sample the shortest and the Japanese-American a SDP. measurement closer to the American data.

The data here is assembled as averages of each corporate category's opinion.

The opinion of the respondents as to the definition in years of short term and long term Strategic Duration Perspectives is important to the thesis. The American sample, whose literature reputation is one of short-termism returned an average opinion of three years for short term Strategic Duration Perspective and ten years for long term Strategic Duration Perspective. The Japanese sample whose literature reputation is one of long-termism returned an average opinion of three years for a short term Strategic Duration Perspective and seven years for a long term Strategic Duration Perspective. The Japanese-American sample whose Strategic Duration Perspective reputation was unknown returned an average opinion of three years for short term Strategic Duration Perspective and eight years for long term Strategic Duration Perspective.

This data was surprising given the pre-survey literature reputations of each respondent category; generally one may have expected America to have offered the shortest Strategic Duration Perspective definition, Japan the longest and Japanese-American respondents were to offer original opinions here. The Strategic Duration Perspectives as defined above do not of necessity have to equate the period covered in actual corporate strategic plans. Strategic Duration Perspective is the conceptual reference utilized by corporations to align their strategic resource allocation decisions

with the Operating Environment in such a manner that these strategic decisions are closer to the Objective Reality. Consequently, the results as listed above for the three corporate categories need to be regarded in this light; that Strategic Duration Perspective can and will often be different, in both concept and actual years, from the period allocated to a specific corporate strategic planning system.

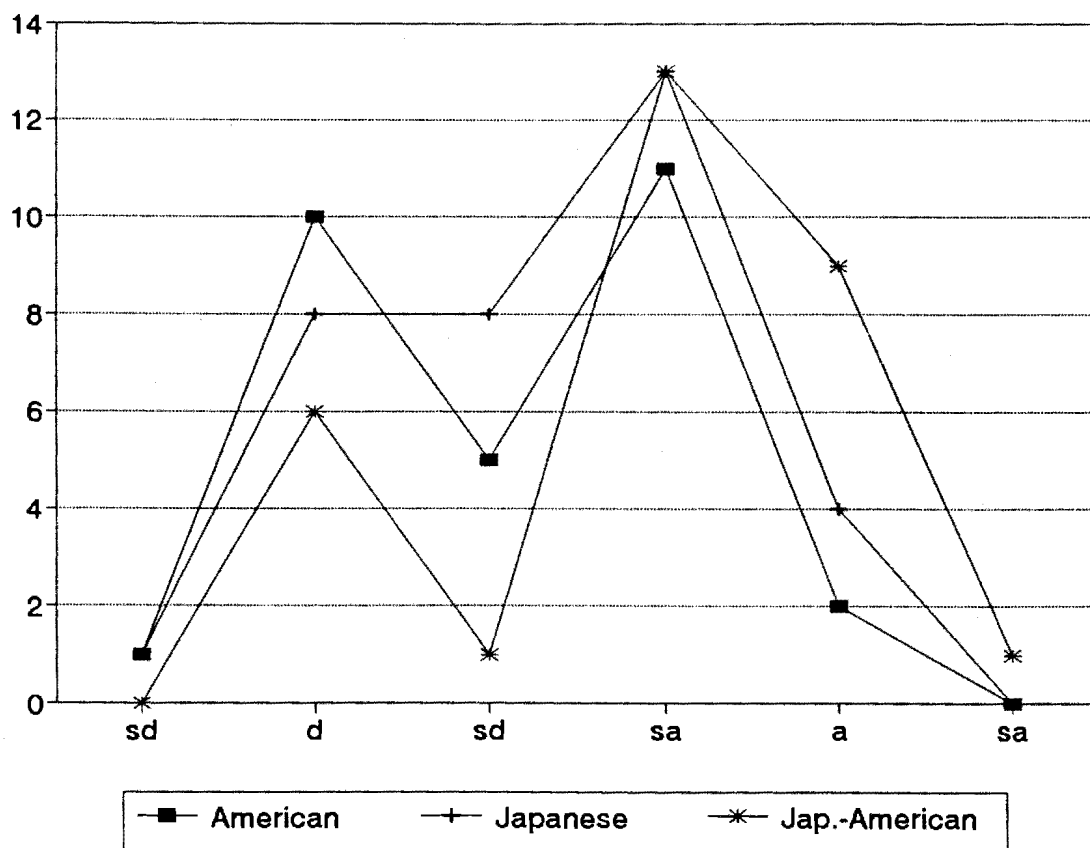
- M. There is a Japanese-American Corporate Strategic Management Model with its own distinctive characteristics.  
(Please mark the appropriate box)

strongly disagree	disagree	slightly disagree	slightly agree	agree	strongly agree
-------------------	----------	-------------------	----------------	-------	----------------

Weighted Average Analysis 2:M

	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
A	1%	10%	5%	11%	2%	0%
J	1%	8%	8%	13%	4%	0%
J-A	0%	6%	1%	13%	9%	1%

Graphic Analysis 2:M



## Weighted Average Percentage Sequential Analysis 2:M

First - Slightly agree
Second - Disagree
Third - Slightly disagree
Forth - Agree
Fifth - Strongly disagree
0%

American respondents.

First - Slightly agree
Joint second - Slightly disagree
Joint second - Disagree
Third -Agree
Forth -Strongly disagree
0%

Japanese respondents

First - Slightly agree
Second - Agree
Third - Disagree
Joint forth - Slightly disagree
Joint forth - Strongly agree
0%

Japanese-American respondents

First - Slightly agree
Second - Disagree
Third - Agree
Forth - Slightly disagree
Fifth - Strongly disagree
Sixth - Strongly agree

Combined respondents

#### Discussion:

As in Questions I. and K. above the data reflects a "Slight agreement" by each corporate category, American, Japanese and Japanese-American that a distinctive Japanese-American Strategic Management Model exists.

While the American response was mixed with 11% Weighted Average Percentage for "Slightly agree" it was followed by 10% "Disagreement". This may be symptomatic of the theory suggested above regarding the complexity of distinguishing what is very similar to one's own strategic management model. Please note that the researcher is not drawing this conclusion at this time; but rather suggesting that if it were indeed found that the Japanese-American Strategic Management Model was indeed similar to the America model then it would in part explain the contradictory opinions of the American data regarding the Japanese-America Strategic Management Model.

The Japanese data reflect a more distinct opinion with a 13% Weighted Average Percentage for "Slight agreement", followed by an 8% Weighted Average Percentage for each "Slight disagreement" and "Disagreement". Here too the data suggests ambiguity in sample opinion, yet the trend may be argued to be toward the recognition of a distinctive Japanese-American Strategic Management Model by the Japanese relative to their (Japanese) strategic management model. The opinion may be suggestive of the variations which have

emerged between Japanese Strategic Management and that which evolved as a result of transplanting Japanese businesses into the American Operating Environment.

The Japanese-American self-analysis suggests that its Strategic Management Model is distinctive as evidenced from the 13% Weighted Average Percentage in favour of "Slight agreement" followed by 9% for "Agreement". This data may be argued to be the result of noticing the distinction between the Japanese Strategic Management Model on the one hand and the American Model on the other.

Presumably since this Model would be the most recent, relative to the Japanese and or the American, it is plausible that as such it was less complicated for this sample to recognise its degree of distinction from the Japanese and or American Models due to the fact that the Japanese-American corporations are forced to deal with both Japanese and American Strategic Management Models as an integral part of daily operations thus highlighting the differences. This would arise from corporate links, responsibility and allegiance to Japan and the operating logistics of doing business in an American Operating Environment.

The combined data reflect a clear "Slight agreement" of a distinctive Strategic Management Model attributed to the Japanese-American Corporations. To the extent that this can be utilized it may be suggested that this data enables this research to utilize the Japanese-American Strategic Management Model as the unit of comparison for the research objective of identifying the optimum Strategic Duration Perspective for Corporate America.



### SECTION 3: JAPANESE CORPORATIONS OPERATING IN THE USA.

The questions in Section 3 of the survey are collectively aimed at directing the research toward data which will assist in developing arguments for and or against the research hypothesis that a viable and optimum Strategic Duration Perspective has been developed in America based upon appropriate intrinsic economic-socio-political-cultural factors inherent in the American Operating Environment.

The Japanese-American data goes to the very heart of the thesis; if the Japanese-American respondents' opinion is that they have adapted to the American Operating Environment in a manner which exhibits tendencies away from the Japanese Strategic Management Model, (generally accepted as long-termism) and toward an American Strategic Management Model (generally accepted as short-termism) then the hypothesis that the American Strategic Duration Perspective is optimum for the American Operating Environment is to this extent strengthened. If, on the other hand, the Japanese-American sample indicates retention of their Japanese strategic long-termism, then the basis for the American short-termism is put into question regarding its economic and strategic basis.

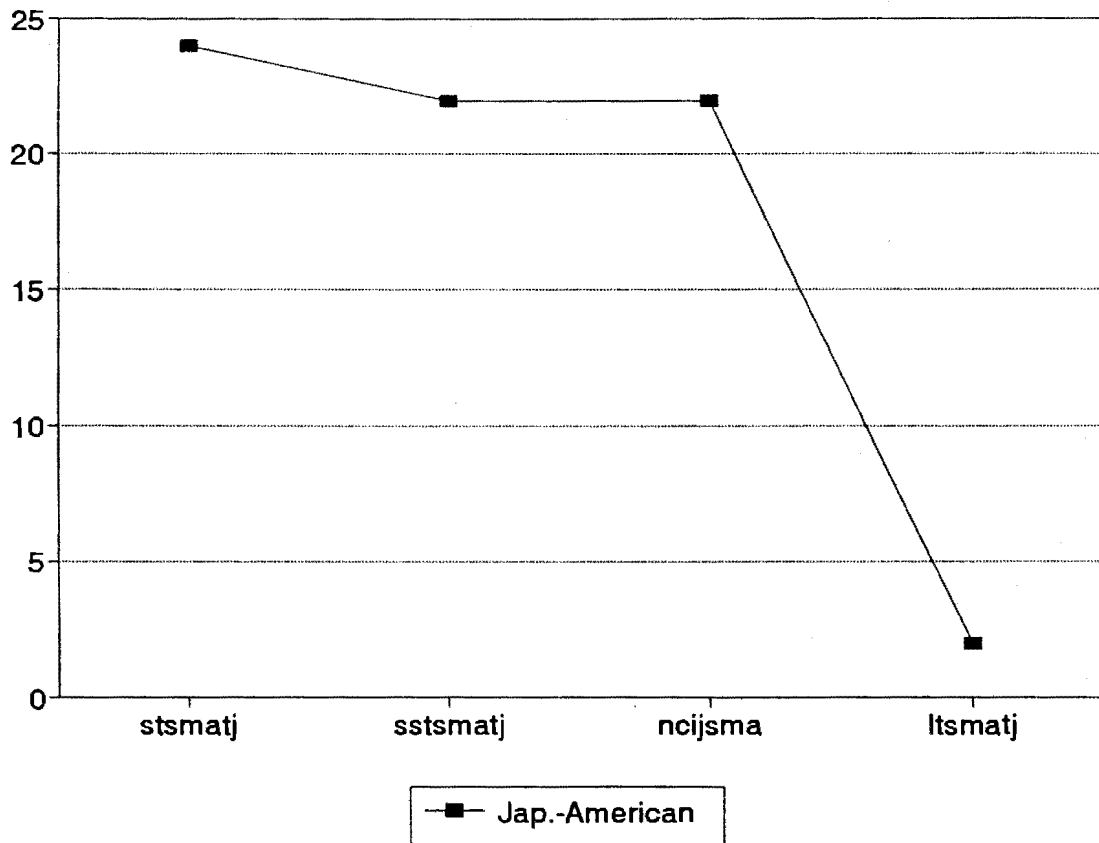
- A. As a Japanese Strategic Planner working in a Japanese-American corporation, in which direction have you changed from the traditional Long-Term Japanese Strategic Management as a result of planning for an American Operating Environment?  
(Please circle one response)

1. shorter-term strategic management approach then Japanese.
2. slightly shorter-term strategic management approach then Japanese.
4. no change in Japanese strategic management approach.
5. longer-term strategic management approach then Japanese.

Weighted Average Analysis 3:A

	1.	2.	4.	5.
J-A	24%	22%	22%	2%

Graphic Analysis 3:A



### Weighted Average Percentage Sequential Analysis 3:A

First - Shorter-term strategic management approach then Japanese
Joint second - Slightly shorter-term strategic management approach then Japanese
Joint second - No change in Japanese strategic management approach
Third - Longer-term strategic management approach then Japanese
Forth - 0%

Japanese-American respondents

#### Discussion:

This question is important as it defines the directional changes made by the Japanese-American sample as a result of and or in response to the American Operating Environment.

The literature suggests that Japanese management exposed to the American Operating Environment will not only adapt to such but be changed by the experience, Kono (1984), Ouchi (1981).

Mintzberg's (1985) degree of strategy realization theory is important to the issues developed in this question. The Japanese Strategic Management Model comes to the American Operating Environment with at least their traditional Model which then interfaces with the local operating variables and the result of such is aligned with Mintzberg's intended and over realized theory of strategic realization. Thus, the question is to what extent is the Japanese-American Strategic Model representative of the intended strategic management model?

The anticipated result is that Japanese-American respondents will indicate a shortening of their traditional strategic long-termism in

dealing with the American Operating Environment. Further, in terms of Mintzberg's theory, the contemplated response is that an emergent strategic management model exists. That such is founded upon the Japanese traditional model yet soundly influenced by the local Operating Environment and hence, increasingly, more American than Japanese, as Kono (1984) argued, the Americanization of Japanese principals over time and exposure to the local Operating Environment.

The data here suggests a probing, tentative movement by the Japanese-American sample from Japanese long-termism toward American short-termism. The sample selected "Shorter-term strategic management approach than Japanese" by 24% Weighted Average Percentage and "Slightly shorter-term strategic management approach than Japanese" by 22% Weighted Average Percentage. This second selection was balanced by a joint second selection of "No change in Japanese strategic management approach" by an equal 22% Weighted Average Percentage; hence the use of the term "tentative movement" above.

This data reflects the nature of the Japanese-American Strategic Management Model as having adapted to the American Operating Environment; yet having strong ties to Japanese Strategic Management Model. Arguably an emerging hybrid strategic management model with an inclination for adaptation to local the conditions.

B. How supportive is your Japanese Management in Japan for you to make changes to the traditional Long-Term Japanese Strategic Management approach for the American Operating Environment?

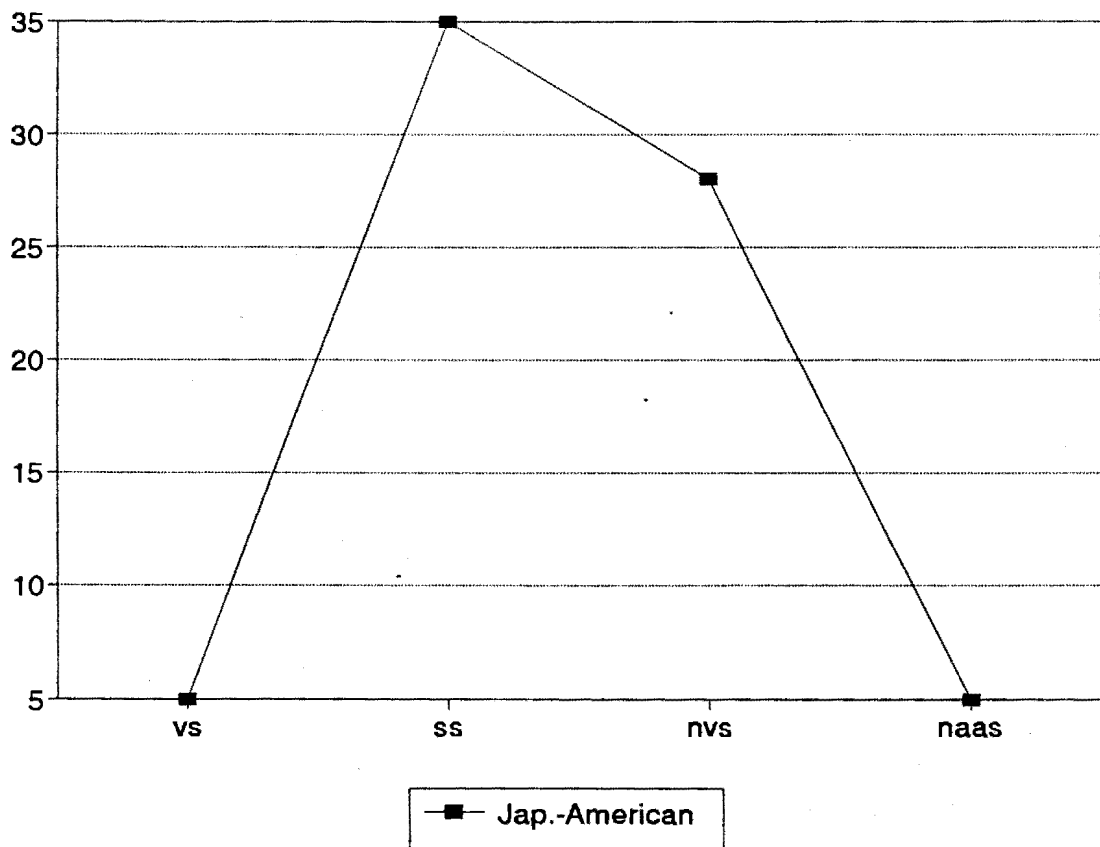
(Please circle one response)

1. very supportive.
2. somewhat supportive.
3. not very supportive.
4. not at all supportive.

Weighted Average Analysis 3:B

	1.	2.	3.	4.
J-A	5%	35%	28%	5%

Graphic Analysis 3:B



### Weighted Average Percentage Sequential Analysis 3:B

First - Somewhat supportive
Second - Not very supportive
Joint third - Very supportive
Joint third - Not at all supportive

Japanese-American respondents

#### Discussion:

This question seeks to measure any resistance faced by Japanese-American corporations to changes in their traditional strategic management model as a result of their adaptation to the American Operating Environment. Further, should the resistance be found to be substantial it proves the gauntlet these Japanese-American managers had to face to push through their new more American strategic concepts and thus adds credence to the necessity of such changes which heightens their importance. All of which could point to the appropriateness of the American Strategic Duration Perspective.

The literature discusses this issue indirectly in articles about the dis-satisfaction (generalization) on the part of American managers employed in Japanese-American corporations, Thackeray (1990) and Bowman (1986). These include allegations of shadow management, artificial authority and being used as "front" management.

Quinn (1978) regarded closed inflexible strategic management models as highly fragile as their rigidity was incompatible with the evolution of the Operating Environment. Thus, should the Japanese resist too strongly the changes necessary for Japanese-American development, then one may (based upon Quinn's 1987 theory) argue their vulnerability due to a less than porous approach to strategic change.

The anticipated result is that the Japanese are reluctant supporters for Japanese-American changes to Japanese long-termism. Such reluctance is based upon the conservative Japanese approach to change and the problems associated with self analysis and scepticism of non Japanese influences generally.

This question serves to measure the degree of tolerance by Japanese corporations for change to the traditional long-term Japanese Strategic Management approach, made by Japanese-American corporations operating in the American Operating Environment. The data reflects a "Somewhat supportive" opinion as suggested by the 35% Weighted Average Percentage, followed by a 28% Weighted Average Percentage opinion for "Not very supportive".

These results indicate a reluctant and conservative tolerance for changes made to the Japanese long-termism by Japanese-American corporations. Given the joint second opinion of "Not very supportive" 28% Weighted Average Percentage, it may be suggested that such change came reluctantly and only after strategic difficulty in dealing with the hard realities of the American Operating Environment. Further, although it is unknown, it is arguable that the degree of change to the traditional Japanese Strategic Management Model in Japanese-American organizations is impacted by the number and positions held by American managers in the organization.

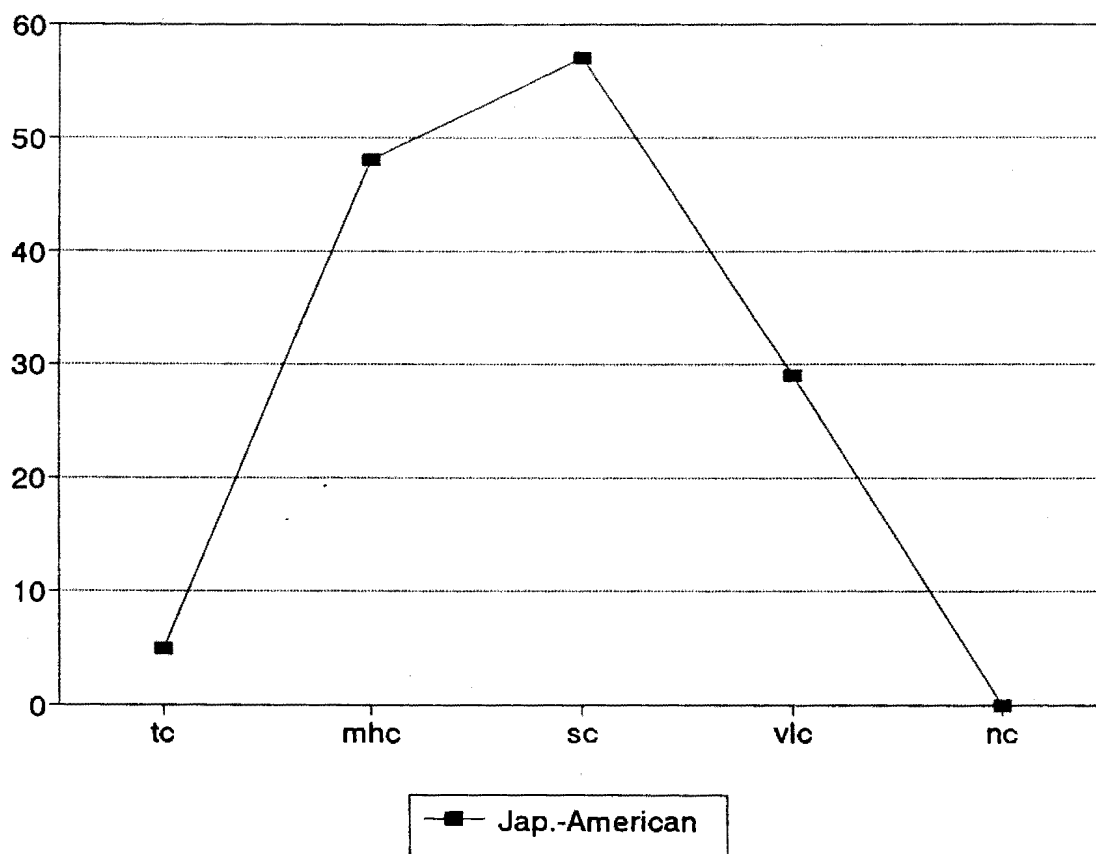
D. As a Japanese Corporation operating in America how much have you altered your Japanese approach to Strategic Management?  
(Please circle your response)

1. total change.
2. most has changed.
3. slightly changed.
4. very little change.
5. no changes.

Weighted Average Analysis 3:D

	1.	2.	3.	4.	5.
J-A	5%	48%	57%	29%	0%

Graphic Analysis 3:D





### Weighted Average Percentage Sequential Analysis 3:D

First - Slightly changed
Second - Most has changed
Third - Very little changed
Forth - Total change
0%

Japanese-American respondents

#### Discussion:

The importance of this question is to establish the perceived degree of change made by Japanese-American respondents to their traditional Japanese Strategic Management Model.

The literature questions when strategic change is said to have taken place. Snow et al (1980) suggest that not all evolution is in fact strategic change. The authors define strategic change as taking place when there is substantial realignment with the Operating Environment combined with internal change in technology and process so as to realize this new relationship with the Operating Environment. Thus, the question here is whether the changes made by the Japanese-American sample constitutes strategic change based upon Snow et al's definition?

The data indicates the amount of change perceived to have taken place in the Japanese approach to Strategic Management as a result of operating in the American Operating Environment. In Section 3: Question A above the data showed that the Japanese-American sample reflected a tentative move toward a shorter-term strategic management approach in America vis-a-vis the Japanese Strategic Management approach. In Section 3: Question B above the sample reflected that the Japanese parent corporations were "somewhat supportive" of changes made to the Japanese strategic management

model. In Section 3: Question D the data reflects a "Slight change" 57% Weighted Average Percentage made by Japanese-American corporations to the Japanese strategic management approach. Further, the data reflects a 48% Weighted Average Percentage "Most has changed" response, and 5% Weighted Average Percentage for "Very little change" made by Japanese-American corporations operating in America.

The data overall reflects a slow, hesitant and reluctant adaptation of the Japanese Strategic Management Model to a Japanese-American Strategic Management Model which shows tendencies toward the American Model. This is reflected by the data's Weighted Average Percentage selection and appears in the sequential analysis as well; in that the primary opinion suggests a shift toward an American model yet the second and in some cases third selections reflect a retreat or suggest no adaptation to the American Operating Environment.

Based upon Snow et al's definition for strategic change one would need additional specific data on the degree of internal change to draw a conclusion. What is useful is Snow et al's definition of corporate adaptation to local environment which is argued not to be strategic change until the internal technological and process changes have been implemented. Thus, using Snow et al's definition of strategic change one may argue that strategic adaptation has taken place within the Japanese-American sample and that strategic change itself will be said to have taken place when the internal structural changes have been implemented.

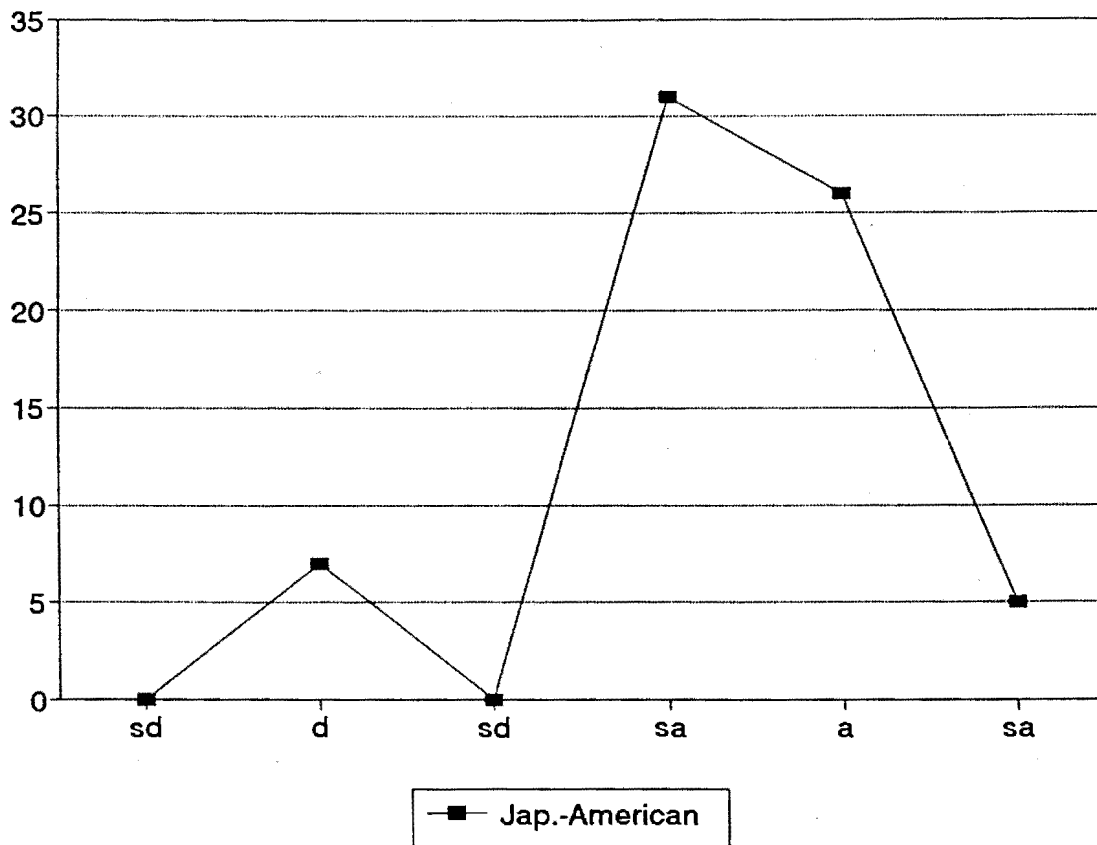
- E. Would you agree or disagree that while operating in a foreign economy strategic planners SHOULD use the Local Strategic Duration Perspective to achieve corporate strategic goals and objectives?  
(Please mark the appropriate box)

strongly disagree	disagree	slightly disagree	slightly agree	agree	strongly agree
-------------------	----------	-------------------	----------------	-------	----------------

#### Weighted Average Analysis 3:E

	Strongly disagree	Disagree	Slightly disagree	Slightly agree	Agree	Strongly agree
J-A	0%	7%	0%	31%	26%	5%

#### Graphic Analysis 3:E



### Weighted Average Percentage Sequential Analysis 3:E

First - Slightly agree
Second - Agree
Third - Disagree
Forth - Strongly agree
0%
0%

Japanese-American respondents

#### Discussion:

This question relates to the hypothesis that the optimum strategic management model is most likely to be the one which is most aligned with the local Operating Environment's economic-socio-political-cultural value system already in place. The rational for this is the Japanese strategic management model whose long-termism is a great strategic fit with the pre-existing economic-socio-political-cultural value system which formed the foundation for the development of strategic long-termism widely accepted as the trade mark of the Japanese Strategic Management Model. This in contrast to the American short termism, performance based model.

This research questions the legitimacy of the criticism focused on the American Strategic Management Model, the hypothesis is that a Strategic Management Model will inevitably reflect (to varying degrees) the pre-existing economic-socio-political-cultural value system. Thus, the question arises whether foreign corporate strategic planners should utilise the local Strategic Duration Perspective to achieve corporate strategic goals and objectives within the foreign Operating Environment faster at a higher level of performance and with increased cost effectiveness.

The literature is strong on principals which relate the internal corporate agenda with opportunities in the Operating Environment,

for example Schendel and Hatten (1972). The question here goes one step further; should this interface utilise the local Strategic Duration Perspective when operating in a foreign local?

The expected result is that based upon the logic that the local Strategic Duration Perspective is a product of the local mores and conventions, that it thus represents objectively the most efficient modes operandi and should be regarded as an important management alignment tool. Thus, should the data reflect a positive result it will support the theory of local Strategic Duration Perspective utilization by foreign corporations. Further, Rumelt (1979) notes that strategic issues are complex and binding, thus by adopting local SDP. one may reduce the risk of miss-alignment based upon pre-conceptions.

This theory was tested here using the American Operating Environment as the local Operating Environment, and the Japanese-American corporations as the foreign corporate entities doing business in the local American Operating Environment. The data reflected by the Japanese-American sample showed a "slight agreement" for this theory by a 31% Weighted Average Percentage, followed by a 26% Weighted Average Percentage for "agreement", 7% Weighted Average Percentage for "disagreement" and 5% WAP. for "strong agreement".

The results here suggest a general agreement that while operating in a foreign Operating Environment the local Strategic Duration Perspective should be utilized in achieving strategic goals.

F. As a Japanese Corporation operating in America have you been able to retain a long-term approach to Strategic Management?  
(Please circle your response)

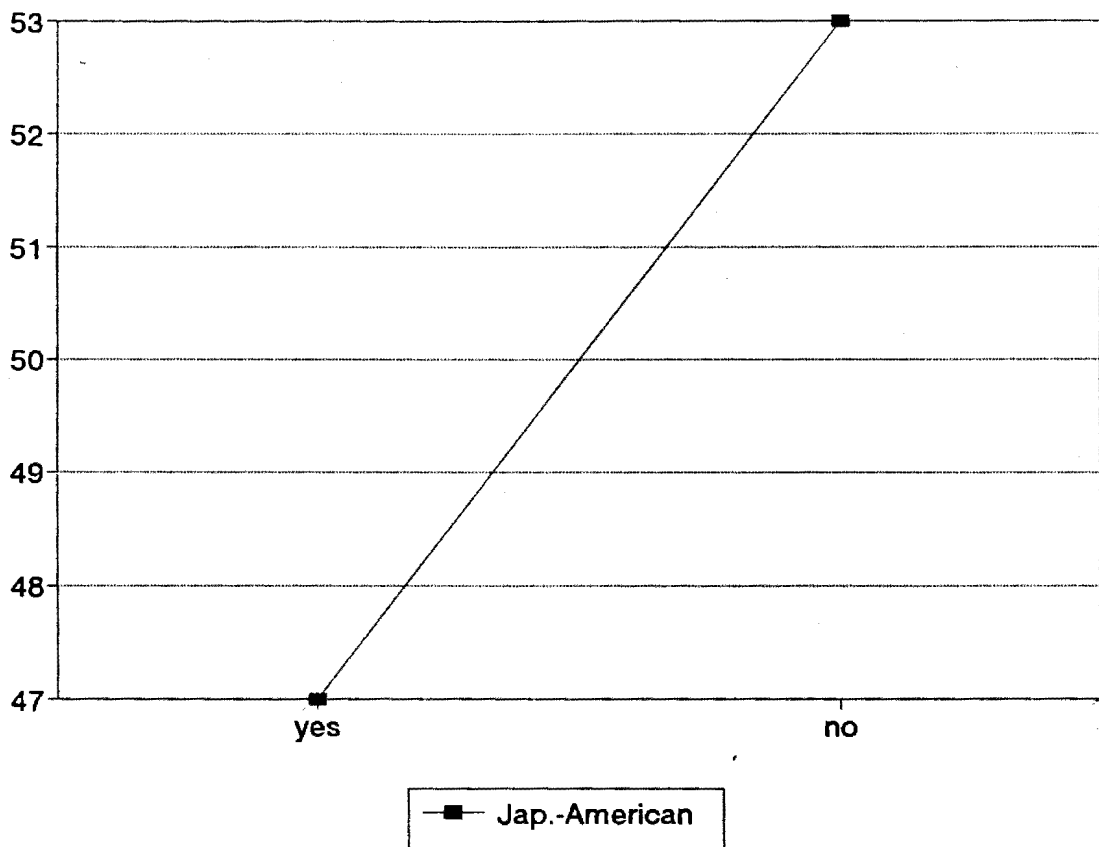
1. yes.
2. no.

Weighted Average Analysis 3:F

	Yes	No
J-A	47%	53%

Japanese-American respondents

Graphic Analysis 3:F



### Weighted Average Percentage Sequential Analysis 3:F

First - No
Second - Yes

Japanese-American respondents

#### Discussion:

This question seeks to establish whether the Japanese-American respondents have been able to perpetuate a Japanese type Strategic Management Model whilst operating in the American Operating Environment. The American Operating Environment is well known for it's rapid pace of change, operations deployment and complex, volatile market competition with a broad acceptance of short term SDP..

Newman and Logan (1971) define strategy as guided, anticipatory, pro-active opportunism; thus it is suggested that Japanese-American corporations' investment in the American Operating Environment is a result of just such behaviour. Consequentially, using Pascal's (1981) theory of cultural input and Von Neumann et al's (1947) contribution of strategy in response to a particular set of variables the Japanese-American corporations were faced with opportunism which required an evolving set of strategic approaches in order to achieve success. These Japanese-American corporations came to America with a traditional Japanese long-termism Strategic Duration Perspective - the question is whether their achievements in America have occurred without compromising traditional Japanese Strategic Duration Perspective?

The data does not reflect a clear opinion but rather a preference for an inability to sustain a long-term Japanese approach to Strategic Management by a 53% Weighted Average Percentage, this was followed by a 47% Weighted Average Percentage for an ability to retain a Japanese type Strategic Management approach. Given the proximity of the results this research can not be conclusive in its

argument here. Yet it may be argued that the data is reflective of an increasing trend of Strategic Duration Perspective adaptation to the local Operating Environment. This is supported by the shortening of Strategic Duration Perspective as indicated by the Japanese respondents in Section 1: Question D.



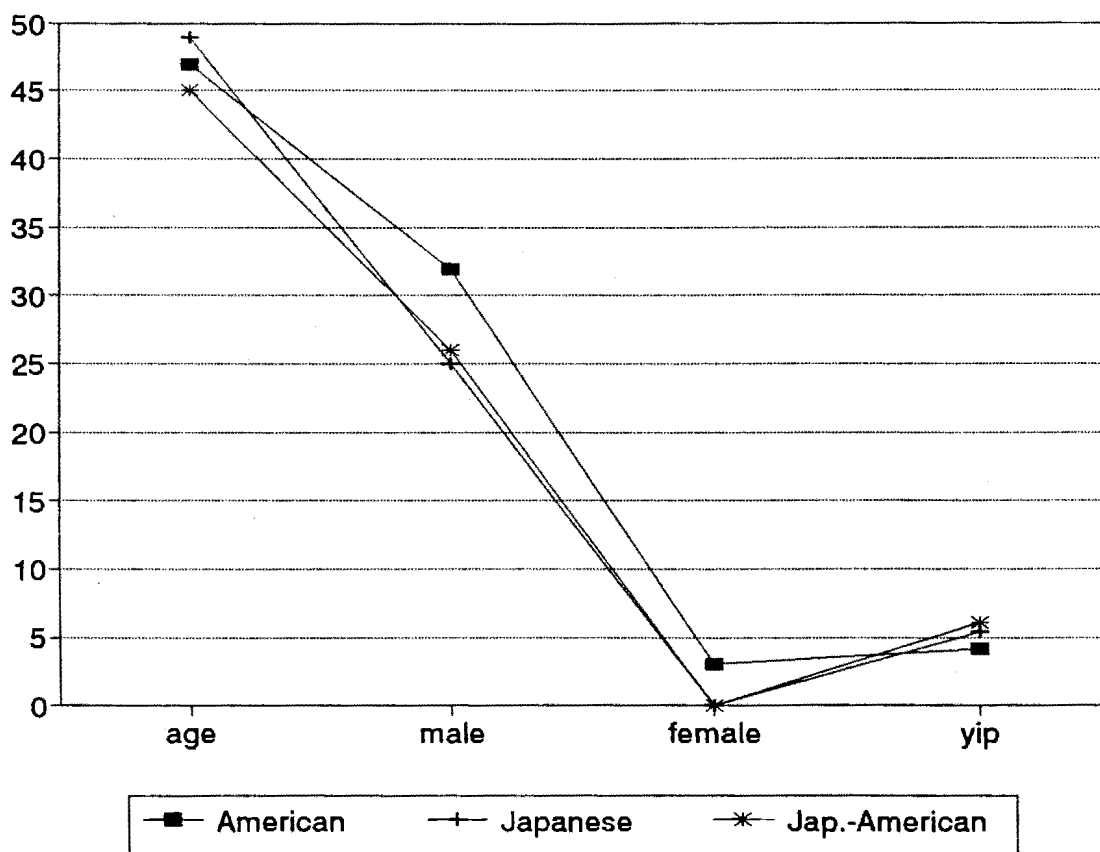
## SECTION 4: DEMOGRAPHICAL INFORMATION.

- A. 1. age ——— years.  
 2. sex - male / female  
 3. corporate position ———.  
 4. years in this position ——— years.

Analysis 4:A

	1.	2. male	2. female	3.	4.
A	47	32	3	-	4
J	49	0	0	-	5
J-A	45	0	0	-	6
Average	47	-	-	-	5

Graphic Analysis 4:A



#### 4.2 Analysis And Discussion Of The Hypotheses

In Nature evolution is equal to survival; that is adaptation to an evolving habitat has sustained some animals while an inability or slow response to environmental change has lead to the extinction of others.

Twenty first century Man is acting-out similar perpetual evolution. Thus, business evolution is not only reflective of such survival adaptation, but each management tool is a means of making corporate evolution more efficient and effective given the goal of survival, growth and dominance. The net result is that via the deployment of strategy Man has influenced the evolution process in pace and sophistication. Hence the need for management systems which will reflect such change and management.

As discussed earlier these hypotheses arose out of the researcher's concern for, and interest in the validity (or degree thereof) of the disparaging literary appraisal of the short term American Strategic Management Model, suffering from institutional investor myopia and corporate indulgence of quarterly time horizons to the detriment of strategic performance, positioning and asset productivity.

It occurred to the researcher that given the fact that commercial activity commonly referred to as Capitalism, as it is practised in the United States of America, may be defined as the epitome of optimum resource allocation given the "rules of the game" and the structural economic and cultural boundaries (as suggested by Mintzberg) of the American economic system. Given the fact that playing the game more effectively produces better results - the question arose, why the most effective resource gathers and allocators (namely major American corporations and their corporate officers and planers) would be making what the literature depicted as less than optimum strategic decisions?

Surely, this group of American corporations which exhibited a common short term, performance based strategic management style

(generalization) had a rational economic self-preservation logic for their strategy? Is it feasible that this American short-termism reflects, not a lesser advanced, but rather the most advanced form of evolution, adaptation and alignment with their contemporary Operating Environment?

It seemed odd that Corporate America which is so proficient at gathering and allocating resources in the most effective and efficient manner would be so wrong in their Strategic Duration Perspective at a time when technology and global political advancements were facilitating extraordinary efficiencies and opportunities for these capitalist competitors in the fields of information analysis and resource allocation management.

With the issue defined the question turned to finding a test for the legitimacy of the American short term Strategic Duration Perspective. The model selected was a comparison between the American Strategic Duration Perspective, which was widely reported to be short-termism, against a contrasting Strategic Duration Perspective. Then to evaluate the changes made by the latter when such (latter's) Strategic Duration Perspective competed in the American Operating Environment.

The Japanese Strategic Duration Perspective was selected as the comparative sample because the Japanese Strategic Duration Perspective was widely reported to be long-termism. Secondly, the Japanese have a sizable corporate presence in the American Operating Environment which has had sufficient time to adapt to the American Operating Environment, at least to the degree that such Japanese-American respondents could project their adaptation in Strategic Duration Perspective to the American Operating Environment relative to their Japanese Strategic Duration Perspective roots. Thirdly, Japanese Strategic Duration Perspective had produced fabulous results for Japan (leading to the conclusion that it was highly effective). Fourthly, Japanese Strategic Duration Perspective was often referred to in the literature as a desirable alternative to the American Strategic Duration Perspective.

The following is a discussion of the hypotheses as they relate to the literature survey and empirical data gathered in the written survey sampled from three respondent groups namely; American, Japanese and Japanese-American corporations. These discussions are intended to bring out the patterns which may facilitate an improved cognizance and approach to the design and conceptual appreciation of an optimum Strategic Duration Perspective for the American Operating Environment.

#### **4.2.1 Hypothesis One**

The first hypothesis is that a unique and positive American Strategic Management Model had emerged in the United States supported by a complex paradoxical performance-based short term Strategic Duration Perspective.

This American Strategic Duration Perspective may appear on the surface to be an immature, undeveloped and short sighted allocation and investment of vast economic resources. The concern is that this American performance based investment and allocation of strategic resources, although spectacular, may result in the long term strategic deterioration of the American economy, returning to torment investors, the American economy and in turn the stability of the global economy.

The important aspects of this hypothesis are; one, whether in fact a unique American short term performance based Strategic Management Model has emerged which is based upon the inclusive components of the American Operating Environment (Operating Environment here used in its broadest definition ie. including the economic-socio-political forces from internal and external economic factors) and in essence offering an optimum approach to American corporations for competing in the American Operating Environment in its present form.

Secondly, the usage and or component usage of such a Strategic Management Model by corporate America as a means of increasing the factors of efficiency and effectiveness in the strategic allocation of desirable and valuable corporate resources which, once allocated represent a reduction in operating flexibility, Quinn (1978), and a commitment to a particular, or set of strategic goals and objectives regardless of the distinction (significant or insignificant) between the corporate expectation of the evolving operating reality and the evolving objective (operating) reality ie. the time-laps effect.

This corporate "lock and load" consequence of deploying strategic corporate resources lies at the heart of the importance of Strategic Duration Perspective. Strategic Duration Perspective is the conceptual notion which guides corporate strategists in matching investment returns with strategic resource investment given the interruption thereto (or not or some degree thereof to such) by the evolving objective operating realities unknown (in fact) when the allocation decision is taken and strategic deployment of corporate resources is committed.

Further, the strategic management appropriate for a particular Operating Environment necessitates a substantial understanding of that particular Operating Environment. Consequently, there is a need to utilize this appreciation of the Operating Environment so as to match the subjective Strategic Duration Perspective of managers with expected future results. Thus, it may be argued that there is a causal relationship between the subjective perception of the Operating Environment and the Objective Reality of such Operating Environment. This causal relationship will be reflected in the performance (or not) of the asset allocation strategy. Hence the value and importance of an alignment between the subjective Strategic Duration Perspective and the Objective Reality of an Operating Environment.

Thus, the short-termism of the American strategic management model is reflective of matching management practice with the objective realities of the Operating Environment. Further, short-termism is itself part of the Objective Reality due to its wide spread usage. Therefore the positive aspects of this Strategic Duration Perspective need to be developed.

It may be argued that the origins of American short-term performance based Strategic Duration Perspective lie for the most part in the Operating Environment which rendered long-termism a miss-matched approach in terms of, not only the practices of the American Operating Environment, but the economic-socio-political values and economic structures of the society. From presidential

four year terms, to recently proposed congressional term limits, quarterly Wall Street numbers, to the "McDonalds" mentality – short-termism is a fact of American culture, society and daily expectation.

The empirical data gathered in Section 1: Questions A through D offer the study insight into the American respondents perspective of their Operating Environment. Question A reflects an Operating Environment in America which has a "fast" pace of change. This is important when pursuing the logic for matching management practice with the operating realities. The pace of change is a measure of the pressure and tolerance which is required in the American Strategic Management Model, so that such management practice can be an effective utility. A miss-match between the pace of environmental change and the Strategic Duration Perspective of an organization will inevitably lead to a lesser then effective allocation of resources, with the typical negative impact of such to deal with such misappropriation of resources in terms of the needs of the Operating Environment ie. compounded miss-alignment. The development and commitment by the organization to a strategy which will result in confusion as to the definition of the problem and a perspective of the issues from which the solution or improvement may not be visible without resorting to external assistance to realign the internal (subjective) perception with the Objective Reality of the Operating Environment. Note, that throughout such miss-alignment period the Operating Environment continues to evolve exacerbating the degree of miss-alignment.

Further, once such miss-perception is in play, reaction to such miss-alignment of Operating Environment and Objective Reality is generally remedied only after the damage has taken hold. While the consequences of miss-alignment are not visible and often intangible, they continue to impact corporate performance long before they can be recognized by our largely quantitative systems of analysis. The corporate reaction is likely the replacement of leadership, often the CEO. A recent example is the resignation of Continental Air's CEO, Robert Ferguson III, in light of the carrier's recent less then satisfactory performance. This pattern has been accelerated by CEO

categorization into specific pigeon-holes such as liquidator, consolidator, turnaround specialist and expander to name a few.

Section 1: Question B reveals that the source of change in the American Operating Environment as a multifarious, complex, enigmatic and interactive process whose evolution, development, formation and reformation takes place as a result of numerous compounded factors to the point where the future becomes as unpredictable as any natural process. Hence the need for Strategic Duration Perspective to influence this natural determinism. The hypothesis suggests that the evolution at this point in time is so dynamic and advanced that strategic management is a weak management tool which has resulted in a shortening of Strategic Duration Perspective as a means of preserving and regaining some element of control over the un-controllable variables. Based upon the Japanese-American data it may be argued that the faster and more uncontrollable the Operating Environment the shorter Strategic Duration Perspective will become.

The pace and dynamics of the Operating Environment exist in two important spheres, one the subjective perception of the strategist and two, the Objective Reality. This model is compounded to the extent that the strategist's perception does or does not approximate the Objective Reality.

The survey reviewed the source of change in the corporations' Operating Environment from a selection of operating factors. The results were as complex as the area of investigation, but they may be regarded as a fairly balanced set of causes amongst the selection offered to the respondents. The American sample selected "competition for market share" as the leading source of change in their Operating Environment. This is consistent with the Natural Theory of capitalism which identifies great similarity between the competition in nature with the competition in business; leading to the conclusion that in spite of the development of sophisticated techniques Man's behaviour has not measurably deviated from the natural state of resource gathering and allocation. The wisdom of



which if defined by approximation to the Objective Reality of that particular Operating Environment as perceived by that species (which for our purposes is the corporate unit of competition) and its utilization of Strategic Duration Perspective to facilitate the deployment of valuable and empowering resources (possibly but not necessarily scarce at the major corporate level) within a time horizon which at once reduce the inherent risks of the time-laps effect and produce a competitive return on investment ie. performance. Both of which need to be efficient in terms of the investment-market opportunities and place the corporation in a position (at the conclusion of such investment) which is advantageous to the future (predicted) Operating Environment and the overlapping strategic movement and direction which the corporation would need to pursue prior to the expiration of the initial strategic investment.

These options for sources of change in the American Operating Environment represent the internal and external factors which influence the corporation in behaviour, but are distinct from the "competing" itself which is the primary rational for the corporation's continued existence. The sources of change may be defined as secondary in that they collectively define and make specific the competing, but remain servants of the primary objective which is existence as defined by competition ie. survival. The sources of change in the Operating Environment are the dynamics by which the primary objective is or is not achieved, or approximated. It is through the investment of corporate resources in these sources of change, that the corporation can effectively compete and therein exist.

The Operating Environment of the United States is a dynamic which is managed by corporate units of competition via the allocation of resources under the auspice of strategic management, which itself is comprised of hard data and the perception of management. The absence of a substitute or replacement for this management tool leaves managers with the task of developing a strategic management system which facilitates and satisfies the corporation's competitiveness and existence within the operating (environment)

dynamic. Thus, the effectiveness of this management tool is important as it relates to the proficiency of its usage. That is, one can not assume that strategic management is suitable; for if the tool itself has limitations then the very basis of the resource allocation process is or is not retarded to the extent that the tool itself is appropriate or not for the assigned task, within the context of a particular Operating Environment.

The American sample along with the Japanese and Japanese-American sample suggested that strategic management was only "somewhat effective". It may be argued that this is positive reinforcement of the management tool given the complexity and enormity of the task. But, it does suggest that the tool itself, regardless of usage, can develop to more fully satisfy the requirements of the assignment as it evolves in relation to the circumstances of utilization ie. not to presume that the strategic-management-tool is ideally suited to the task; therefore the application and use of such tool should be deployed according to a particular context.

The Operating Environment of the United States of America appears, from the data in Section 1: Question D, to have further shortened (over the past five years) the Strategic Duration Perspective of the sample corporations. This indicates an adjustment to an increasingly complex and dynamic Operating Environment, which as mentioned above was widely reported in the literature. The trend appears from the literature and the empirical data to be an increasingly fast pace of change managed by a shortening of Strategic Duration Perspective. Here again there is evidence of a matching process between the Operating Environment and the management of corporate assets. This reinforces the logic that strategic management will endeavour to match its Strategic Duration Perspective with the realities (as perceived by the strategist) of the Operating Environment at a given point in time. The natural outcome of this trend would be the development of a more real-time Strategic Duration Perspective, Quinn (1978). This point was reinforced by Ansoff (1977) Mintzberg (1987) and the data in Section 2: Question E where respondents "agreed" and "slightly agreed" that real-time

strategic management is becoming an increasingly appropriate process.

The uniqueness of the American Strategic Management Model is theorized to be founded upon the assumption that strategy be developed in response to an appreciation of the apparent and latent opportunities which exist in the market (Lawrence 1967), and the allocation and deployment of resources to capture the returns available and possible. The degree of success of such process is directly related to the extent that strategy approximates the Objective Reality available in the Operating Environment. The Objective Reality is the hypothetical optimum strategic allocation of resources resulting in a maximization of the profitability of such investment given the proportions of the resource allocation and investment potential.

Consequently as Lawrence (1967) argued, strategy should be developed in direct relationship to the return on investment opportunity/ies available in the Operating Environment. This means that the strategic management of a particular Operating Environment will of necessity reflect the optimum Strategic Duration Perspective possible discounting the limitations and political static caused by humans in approximating the Objective Reality ie. Mintzberg's (1985) adaptive approach. Thus, the suggestion is that where one has a peculiar economic-socio-political-cultural system in place, one will find a parallel in the Strategic Duration Perspective as a result of the composition of values reflected in the Operating Environment which is reflected in the strategic management of corporate resources within such Operating Environment. Therefore, the American value system creates, in an evolving process the structures and systems which are satisfied by the units of competition upon a reading of the Operating Environment and an allocation of resources based upon such, in proportion to the projected return on investment.

Section 2: Question I supports the notion that a distinctive American strategic management model exists. The data shows that in Questions

I and K the L, where this question was solicited, the (Japanese or American) respondent sample whose strategic management model was being referred to (in that question) was less able to project the distinction compared with the remaining respondent sample, who in each case not only identified the distinction, did so overwhelmingly, (see Section 2: Questions I, K, and L).

Section 2: Question J relates the economic principal of competitive advantage to Strategic Duration Perspective. The data suggests an "agreement" that the factors of competitive advantage are reflective of the resulting Strategic Duration Perspective which may be argued to support the notion that there is a matching of Operating Environment with strategic management models and Strategic Duration Perspective. Hence, the uniqueness of a strategic management model given the bias within the natural resources of a given Operating Environment and therein the connection to competitive advantage based upon a presumption of asymmetrical competition.

Section 2: Question F provides a review of the three categories' perception of the sources of Strategic Duration Perspective. The data reflects the distinction in perception given the uniqueness of the Japanese and American Operating Environments. Each of the Japanese and American data (here) provides a picture of the variance between the two Strategic Duration Perspectives which are dependent upon the opportunities in the Operating Environment and a match with the expected and anticipated fruition of such returns on invested resources.

Another enlightening measurement of the uniqueness of the American Strategic Management Model is the selection of the most effective planning duration in the three corporate categories, as given in Section 2: Question C. The data suggests that while all three samples selected "medium range plans" the American sample suggested using "short range plans" slightly more than the Japanese and less than the Japanese-American respondents.

A direct measurement of the respondents' Strategic Duration Perspective was made in Section 2: Question D. This data reflects all three respondent categories selecting a "somewhat long term" description of their corporate Strategic Duration Perspective as their primary opinion. The American sample selected a strong definition of their Strategic Duration Perspective as "somewhat short term" this was in contrast to the Japanese but similar in trend to the Japanese-American sample reflecting and isolating the impact of the Operating Environment on the design of the strategic management model of a particular Operating Environment.

The viability of the American Strategic Management Model can be tested in the viability of the process to sustain the evolution of the American economy over the past thirty years during which the increase in sheer pace of change in the Operating Environment and the increased complexity of political influences, Kagono *et al* (1985), have played major roles in economic fluctuations. The constant has been the increased shortening of the Strategic Duration Perspective as a result of the improvements in efficiency, productivity, expectation of a consumer lead economy and most importantly as a risk management/reduction strategy given the increased risk associated with the time-laps effect.

The ability of the American economy to ebb and flow through the cyclical evolution of history is proof that strategic management as it has evolved in the United States is viable. Empirical proof was clear in Section 2: Question A; where the data reflected strategic plans as becoming "more relevant" in the American sample in spite of a "fast" paced Operating Environment which according to Section 2: Question B. has not made strategic planning redundant. This indicates a strategic management model which sustains an evolutionary flexibility somewhat equated with the evolution of the unique American Operating Environment.

It may be argued that the first hypothesis is confirmed by the empirical research, that an independent and viable strategic management model exists in the United States based upon a short

term performance based Strategic Duration Perspective. The question remains whether such American Strategic Management Model and Strategic Duration Perspective is an optimum; this will be argued in the third and forth hypotheses discussion.

#### 4.2.2 Hypothesis Two

The second hypothesis is that Japan, which is acclaimed for its economic miracle, has a long term Strategic Duration Perspective.

Thus, Japan is a good antithesis to the American Strategic Management Model and useful to this study because of Japan's corporate infiltration into the American Operating Environment. This facilitates a comparison of Japanese-American and American Strategic Duration Perspectives. The objective is to evaluate the literary critique of America's short term Strategic Duration Perspective by comparing the Japanese-American (SDP.) adaptation to the American Operating Environment, with the American Strategic Duration Perspective.

Japanese corporations are well known for having taken essentially American business management principals as expounded by Deming (1989 pp. 10-17) and others in creating an economic miracle primarily based upon public economic institutions (for example the Ministry of Trade and Industry MITI), commitment to long term strategic resource investment, total quality management systems and artificial (ie. non-market) channelling of resources. It may be argued that the reason for the success of long-termism in Japan was the strategic-fit between long term time horizons and the Japanese pre-existing socio-cultural-political values so aligned.

It may be argued that if Deming and the American management philosophy had been based upon short-termism that Japan would not (indeed could not) have imbibed these processes as efficiently they did and secondly, that the pace of economic development under the Deming philosophy (generalization) could not have taken place at the rate it did. The radical improvement in Japanese economic development, to the extent that strategic management played a role, may be argued to be directly related to the alignment between the long term value system, which pre-existed "the Demming" infusion, and the strategic long-termism management philosophy which merged into a powerful accelerator of Japanese economic development.

Data on the Japanese Operating Environment was collected in Section 1 of the survey; the pace of change was found to be "fast", very similar in Weighted Average Points to the American definition of "fast".

The Japanese (see Section 1: Question B) stressed both "competition for market share" and "corporate performance goals" equally. It is difficult to determine which of these is the primary source. It may be argued that the competition for market share arose out of prioritizing the strategy of performance goals. This sample also suggested that "consumer demand" and "increased access to information" were both significant sources of change in the corporate Operating Environment.

By assigning labels to each of the question's seven options as either internal or external in terms of the corporation's ability to control them; the Japanese appear to perceive slightly more internal "push" attributes to the sources of change in their Operating Environment. This may be argued to suggest that the Japanese appear to control the changes in their environment slightly more than the American sample. While the methodology here is indirect the results concur with the literary view that the Japanese Operating Environment is more structured and closed than the American. This may be regarded as a reason why American corporations are more vulnerable to changes in the Operating Environment and an argument for the American Operating Environment being labelled more hostile to the extent it is more volatile and uncontrollable via internal corporate power and policy.

The Japanese sample (see Section 1: Question C) suggest that strategic management is a "somewhat" effective tool for managing the interaction between the internal and external Operating Environments with which the corporation must deal. The American sample reflected the same result as the Japanese but felt strategic management was overall slightly less effective than the Japanese.



The data (see Section 2: Question D) shows the Japanese shortening their Strategic Duration Perspective over the past five years in response to the evolution of their Operating Environment. This is significant as it contradicts the literary perception of Japanese strategic management and dramatically impacts this research as the data reflects a movement in the Japanese Strategic Management Model toward shorter-termism generally attributed to the American strategic management model. This movement is reflected by clear data and should be considered against the tradition of long-termism in Japan, ie. dramatic within this context.

Further, the fact that Japan was found to be shortening its Strategic Duration Perspective is itself re-enforcement of the American Strategic Duration Perspective model. That is, if Japan, which is held up as an example of the positive results of long-termism, is itself moving away from such traditional model, then such movement may be argued to be an indication of not only what the Americans are facing and adapting to, but suggestive of a broader global trend toward a shorter term Strategic Duration Perspective - here argued to be adaptation to an evolving Operating Environment.

"Indeed, these are difficult times for many of Japan's business leaders. They are beginning to realize, as is much of the country, that the bursting of the "bubble economy" is no mere correction of the country's overheated stock and real estate markets but rather a warning that a fundamental shift in the nation's economy is in order."

Shintaro Hori, Fixing Japan's White-Collar Economy: A Personal View, Harvard Business Review, November - December 1993, p. 157.

It is argued that should the Japanese-American sample reflect a similar movement from long to shorter-termism in their strategic management model that this Japanese and Japanese-American trend may be argued to further strengthen the hypothesis that the American short term performance based Strategic Management Model and Strategic Duration Perspective are valid to the extent that they are being replicated (in propensity) by two corporate categories whose "natural" and original Strategic Duration Perspective is long-

termism.

The Japanese Operating Environment is clearly evolving at an accelerated pace and the changes are reflected in the Operating Environment's effect on the Japanese Strategic Duration Perspective which has notably shortened over the past five years (see Section 2: Question D).

"So far, companies have been pursuing a piece-meal approach to trimming their payrolls, a custom that is common in the West but is still considered extreme in Japan, with its culture of reciprocal loyalty between employer and worker. This short-term approach to slimming overhead costs is creating strains within Japanese workforce."  
Shintaro Hori, Fixing Japan's White-Collar Economy: A Personal View, Harvard Business Review, November - December 1993, p. 163.

The Strategic Duration Perspective of the Japanese sample was measured in Section 2 of the research survey. The data suggested that strategic plans are "more relevant" to the day to day operations in Japanese corporations (see Section 2: Question A). While the data reflected the Japanese Operating Environment as "fast" paced (see Section 1: Question A) the respondents (see Section 2: Question B) suggested that strategic planning is not being made unnecessary by the pace of change in the Operating Environment. Thus, it may be argued that in fact strategic management is the process by which corporations deal with their Operating Environments, the past, present and future point of market-contact between the internal and external forces represented in the process of commercial activity carried out by a corporate organization.

This argument of increasingly short-termism necessitated by the increased pace and complexity of commercial activity and the Operating Environment is re-enforced (see Section 2: Question E) by Japanese respondents who agreed and slightly agreed that strategic management must become more real time to preserve the contribution of strategic management to corporate performance as

envisaged in the Herold (1972) study, for example.

"In the past, the appraisal and incentive systems used by Western companies to manage performance were rare in Japan."  
Shintaro Hori, Fixing Japan's White Collar Economy: A Personal View,  
Harvard Business Review, November - December 1993, p. 164.

The Japanese sample suggested "medium range" strategic plans as those contributing most to corporate performance (see Section 2: Question C) yet the sample continues to perceive itself as having a "somewhat long term" Strategic Duration Perspective (see Section 2: Question D). Contradiction? It could be argued that while the demands of the Operating Environment, corporate productivity and production innovation may necessitate a more real time strategic management approach, the corporate mission and vision may remain "somewhat long term".

It should be noted that, in the context of Japanese strategic management, the "somewhat long term" Strategic Duration Perspective (see Section 2: Question D) may be theorized to be a retreat from what this question may have rendered some years ago in Japan. This suggestion is not tested in the survey and is confined to the researcher's opinion.

The ability of strategic management to deal with the implications of the time-laps effect was questioned in Section 2: Question G; the Japanese (sample) are in slight agreement that strategic management is retarded to the extent it diminishes in impact and accuracy over time. By implication strategic management has a period over which it is most useful to the corporation; this coincides with the research theory that there is an optimum Strategic Duration Perspective which if established will assist corporate leadership in matching strategic plans and strategic resource allocation resulting in positive corporate performance and positioning ie. approximation of the Objective Reality.

The value of Strategic Duration Perspective is its ability to assist in aligning the subjective perspective of strategy and time with the objective evolution of the Operating Environment, given the unidentified (evolving) future Operating Environment, corporate performance (intended) and the desired (intended) concluding corporate position.

The Japanese sample (see Section 2: Question J) agreed and slightly agreed that the principal of Competitive Advantage and Strategic Duration Perspective share the same economic resource base. The rationale for this is that any matching of Strategic Duration Perspective with time, future Operating Environment, corporate performance and concluding corporate position is directly dependent upon the natural resources of a given Operating Environment and corporate entity. The uniqueness of an Operating Environment is its composition of natural resources facilitating a Competitive Advantage; hence the theory of alignment between the principals of Competitive Advantage and Strategic Duration Perspective.

The Japanese sample shows a trend toward the American short term Strategic Duration Perspective model. This may be argued to be the result of an evolution in the Operating Environment and a combination of factors including the competition for market share, consumer demand and the global commercial activity, accelerated by the vast proliferation of technology (amongst other factors). The Strategic Duration Perspective of the Japanese sample is shorter than hypothesized which may be argued to reinforce the hypothesis that the American short term Strategic Duration Perspective may be an optimum perspective.

The second hypothesis is proven to the extent that Japan is historically and currently remains a good example of long term Strategic Duration Perspective. Further, that such is relative to the American Strategic Duration Perspective. The Japanese Strategic Duration Perspective appears to be shortening in relation to its historic definition. Such shortening in Japanese Strategic Duration Perspective may be regarded as dramatic given the Japanese

tradition and commitment to long term Strategic Duration Perspective and secondly, an endorsement of the American short term Strategic Duration Perspective especially since such occurred outside of the "blamed" American Operating Environment. Yet, Japan's Operating Environment may be argued to be heavily influenced by, and connected to the American Strategic Duration Perspective model causing (in part) the shift in Japanese Strategic Duration Perspective.

#### 4.2.3 Hypothesis Three

"The typical Japanese firm in the United States employs an approach to management distinctively different from the typical American firm. Rather than replicate the form developed in their native Japan, the firms modified their management to suit United States needs. Nonetheless, they retain a good deal of Japanese style and remain very different from most American firms."

William Ouchi, Theory Z: How American Business can meet the Japanese Challenge, Addison-Weseley, 1981, p. 12.

The third hypothesis is the most prominent in terms of this research. The research methodology is to assess the American short term Strategic Duration Perspective against the adaptation/s made by the Japanese-American Corporations as these units of competition compete in the American Operating Environment. The degree and direction which the Japanese-American Strategic Duration Perspective adaptation takes within the American Operating Environment (Ibuka 1982 p. 3) (either toward the American model, retention of the Japanese model or other scenario) will indicate and demonstrate the viability or not or degree thereof, of the American Strategic Duration Perspective in relation to the American Operating Environment "But, it is also true that we are Japanese who cannot become 'Americans', because we born and grew up in Japan." (see letter from Japanese-American respondent Appendix 4).

That is, to the extent that Japanese-American corporations have adopted the American Strategic Duration Perspective serves to support the hypothesis that the short-term Strategic Duration Perspective is arguably a positive strategic management model and one which may be considered an optimum approach for that particular (American) Operating Environment.

However, to the extent that Japanese-American corporations have retained their long-term strategic perspective with positive business

results, puts into question the validity of the American Strategic Duration Perspective and the whole question of approximating Objective Reality Management for the American Strategic Duration Perspective.

Should the Strategic Duration Perspective of the American sample not be supported by the data from the Japanese-American sample the question is the basis for this "retarded" American Strategic Duration Perspective in light of the possibility that Japanese-American corporations maybe utilizing a long term Strategic Duration Perspective? The hypothesis is that the American short term Strategic Duration Perspective is a natural reflection of a holistic appreciation and perception of the American Operating Environment, of which corporate America is an important economic participant and socio-political-cultural structure.

An analysis of the Japanese-American sample's description of the American Operating Environment in Section 1 forms a basis for their Strategic Duration Perspective. The Japanese-American sample reflected a "fast" pace of change in the American Operating Environment, yet the sample's perception was ten weighted average percentage points below the American sample, both of whom were theoretically measuring the same Operating Environment. Yet, the data could not discount one, the extent to which the Japanese-American sample is incubated from the American Operating Environment by Japanese economic support systems which located in America to serve their clientele, for example Japanese banks. Secondly, the data is weakened to the extent (unknown due to survey anonymity) that the American Operating Environment is a diverse, complex and geographically specific beast. In spite of these limitations the data is insightful in relating the same perception of a "fast" paced of change in the American Operating Environment by Japanese-American corporations, with a variation in the strength of the opinion.

As regards the source of change in the Operating Environment the Japanese-American sample reflected a higher priority in the financial

area. As suggested in an earlier discussion this may be related and attributed to the fact that as relatively new investments the financial returns and capitalizations of such newer and faster developing business units could be a rational for this financial emphasis. It should be noted that the Japanese-American sample reflected the perception of the American Operating Environment more as one may have expected the American sample to define it, ie. with a financial market emphasis. This American look-alike perception may be explained in part by the fact that Japanese-American corporations employ local talent which accounts for a portion of their Strategic Duration Perspective and their adaptation to the American Operating Environment.

The Japanese-American corporations found strategic management a "somewhat effective management tool", as did the American sample, yet the Japanese-American sample regarded strategic management as a less effective tool than the American sample. This may be explained by the argument that the Japanese-American sample's strategic management model is evolving at a more rapid rate in the process of adaptation to the American Operating Environment than say, the more mature American Strategic Management Model and Strategic Duration Perspective. Further, the Japanese-American hybrid Strategic Management Model is part Japanese and therein the logic for the reduced effectiveness as perceived by the Japanese-American sample in its regard for strategic management as a management tool within the American Operating Environment.

The Japanese-American sample in Section 1: Question D suggested that they had shortened their Strategic Duration Perspective by two weighted average points more than the American sample. This may be argued to suggest that in its adaptation to the American Operating Environment the Japanese-American Strategic Duration Perspective required a shortening of its historic (Japanese) Strategic Duration Perspective. That is, the Japanese-American data here suggests an accelerated shortening of Strategic Duration Perspective relative to the American sample over the past five years, arguably reflecting their longer original (Japanese) Strategic



Duration Perspective. Further, the Japanese-American data suggests less "no effect on Strategic Duration Perspective" than the Japanese data; suggesting that the twenty Weighted Average Percentage "shortened Strategic Duration Perspective" is compounded to the extent that there was more effect on their Strategic Duration Perspective in the American Operating Environment.

The Strategic Duration Perspective of the Japanese-American sample in Section 2 of the survey reflected the following:

In Section 2: Question A the Japanese-American sample suggested that strategic plans were increasingly relevant to the day to day corporate operations, yet this Japanese-American data was thirteen Weighted Average Percentage less than the American sample. Suggestive of the fact, given Section 2: Question B data that Japanese-American respondents found the pace of change in the Operating Environment did not render strategic plans redundant and therefore arguably relevant, that Japanese-American corporations use strategic plans less for short term day to day operations, but possibly more in line with the traditional definition of strategic management issues. To the extent that the American sample's Weighted Average Percentage for Section 2: Question A was thirteen points higher (more relevant) may be construed as more reflective of the Japanese Strategic Duration Perspective than the American model.

In Section 2: Question C the Japanese-American sample showed a tendency toward the American Strategic Duration Perspective with weighted averages in similar sequence to both the American and Japanese samples, yet closer to the American than the Japanese. This slight preference for the American model is found in the more balanced Weighted Average Percentage of thirteen for "medium range plans" and eleven for "short range plans" leading to a suggested movement away from the Japanese data in terms of short range plans in favour of the American sample's short range plans Weighted Average Percentage data. Further, the Japanese-American data in

medium range plans is lower than both the American or Japanese data. This may be regarded as supportive of an argument that shorter range planning is more effective for relatively new investments (corporate units of competition) in foreign Operating Environments and that the American Operating Environment reflected this adjustment in perception.

The Japanese-American sample in Section 2: Question D defined their Strategic Duration Perspective as more "somewhat short term" than the Japanese sample and less "somewhat long term" than the Japanese data. This data combined indicates a movement from the Japanese to the American Strategic Duration Perspective by the Japanese-American sample. The position of Japanese-American Strategic Duration Perspective adaptation to the American Operating Environment may be argued to suggest a progressive movement which this survey caught in a cross sectional still-frame due to the nature of the data gathering methodology.

The logic is that the origins of the Japanese-American sample's Strategic Duration Perspective was Japanese SDP.; thus deviation from such may be argued to be in direction away from their original (Japanese) model. This argument is supported by the logic that the direction of this movement is toward the American model, given the fact that it was reflected by Japanese-American respondents operating in the United States. It should be noted that such adaptation would be unlikely to produce a regressive direction in Strategic Duration Perspective, yet the significance of the data and trend stands and is useful for the purposes of this study.

In addition the data from Section 2: Question D shows the Japanese-American sample with the highest Weighted Average Percentage for "very long term" Strategic Duration Perspective. This result may be theorized to be either or a combination of the continued influence of the Japanese parent company via Japanese patriot (revolving door) managers and or secondly, a resistance to the radical differences between the American and Japanese Operating Environments and a desire to retain some semblance of Japanese business identity and

familiarity amidst the powerful American economic cultural force. This is supported by Ouchi (1981) and Bowman (1986). Again, reference is made to the correspondence received from the Japanese-American respondent reaffirming such (see Appendix 4).

"Interestingly, though, over half (52 percent) felt that the Japanese would in turn be influenced by the American culture, and that the longer the period of operation in this country, the greater the probability that the company would be increasingly Americanized."

James Bowman et al, Japanese Management in America: Experts Evaluate Japanese Subsidiaries, SAM Advanced Management Journal, Vol. 51, Summer 1986, p. 24.

In Section 2: Question E the Japanese-American sample again reflects the American sample more than the Japanese, which is supportive of the adaptation process as a result of operating in the United States (Bowman 1986). The Japanese-American sample agrees to a greater (WAP.) extent than the Japanese that strategic management must become more real time as a result of the increasingly fast pace of the Operating Environment. This tolerance of a more decentralised strategic management process is indicative of the empowering culture present in American, more so than Japanese corporations, where in spite of consensus building the power structure is arguably concentrated in senior management and further enhanced by their longevity of service.

The Japanese-American sample found the sources of Strategic Duration Perspective to be diluted, as did the American and Japanese samples in Section 2: Question F. The Japanese-American sample found Strategic Duration Perspective to be based less upon culture than the American sample. This may be suggestive of the fact that their culture of origin (Japanese) is very different from the culture in which they operate (American). The Japanese-American sample were almost as sure as the American sample that competition was an important source of Strategic Duration Perspective, slightly more so than the Japanese data.

While the American sample found the equity markets to be an important source of Strategic Duration Perspective the Japanese-American's did not, which reflects their relationships with Japanese-American banks who came to America to serve these Japanese-American accounts and brought with them the Japanese banking philosophy which may be described (in general) as polar to the American arms length, short term and debt-myopic banking approach.

Sequentially the Japanese-American sample was more aligned with their Japanese patriots then the American sample in Section 2: Question F. It may be argued that Japanese-American corporations may be more aligned with the Japanese sample in defining the sources of Strategic Duration Perspective if in fact Strategic Duration Perspective is based upon latent socialized economic-socio-cultural-political values. The fact that in some cases the Japanese-American sample reflected an alignment with the American sample is indicative of the impact of the Operating Environment and two, the fact that Japanese-American corporations employ American managers (with difficulty in some cases) which would accelerate the adaptation process.

The data in Section 2: Question F reflect the reality of the Japanese-American circumstances; that they have Japanese origins yet face an American Operating Environment. In the data on culture, equity markets, debt market, technology and CEO's Japanese-American respondents reflected Japanese more then the American data, yet in the competition and consumer market categories Japanese-American respondents reflected American data more then Japanese data.

The Japanese-American sample in Section 2: Question G reflected a closer alignment with the American sample, yet not too distant from the Japanese data, regarding the time-laps effect on the effectiveness of strategic management over time. The Japanese-American data is suggestive of the theory that the Operating Environment is the key to the type, process and deployment of the strategic management process. It may be argued that the rational for

the American and Japanese-American alignment on this point is that their shared Operating Environment is more influential than the commonality of values and culture between Japanese and Japanese-American corporations. This is significant as the result suggests that corporate entities transposed to different Operating Environments should adapt to the local Operating Environment to maximize performance and do so within a shorter lead time, facilitating faster and higher investment returns.

The complexity of transposed corporations like the Japanese-American sample is well illustrated in the data from Section 2: Question H. The question deals with the proficiency of the respondents to utilize their perception of the Operating Environment effectively in the production of corporate performance. The Japanese-American sample reflected the weakest ability in this area. Both the American and Japanese data reflect respondents who are far more proficient at reading the Operating Environment into corporate performance. The Japanese-American lagged seven Weighted Average Percentage and nine Weighted Average Percentage behind the Japanese and American samples respectively in the "very proficient" category. This is argued to be a noticeable area of weakness and a reflection of the difficulty facing Japanese corporations competing in an American Operating Environment in spite of using American management.

In the category of "somewhat proficient" the Weighted Average Percentage amongst the three respondents categories was far more even. This is argued to be a reflection of the more important theory that it is very difficult for any organization to effectively utilize its Operating Environment to produce specific results, ie. corporate performance. Further, the data suggests that in spite of the difficulty, the respondent samples do a good job of perceiving the Operating Environment to the extent that such is reflected in their corporate performance.

In the comparison of Competitive Advantage and Strategic Duration Perspective (see Section 2: Question J) the respondents were fairly

consistent in their "slight agreement" and "agreement" of such theory. That is, there appears from the data to be support for the theory that the factors which contribute to competitive advantage are also attributable to a particular Strategic Duration Perspective. The fact that the Japanese-American sample is along-side the American and Japanese data here suggests that this theory exists even in a situation of corporate geographic transition and the attachment of the theory to a different set of competitive advantage components, namely that of the American Operating Environment.

The Japanese-American self analysis in terms of their distinctive Strategic Management Model (see Section 2: Question M) reflected a "slightly agree" and "agree" posture. Sequentially, their response was the strongest in favour of agreement of the three categories. In fact their Weighted Average Percentage for "agree" was the highest by five Weighted Average Percentage points. The fact that these Japanese-American respondents regarded their Strategic Management Model as distinctive from both the American and Japanese is important as a distinctive posture may be argued to suggest an innovative approach to strategic management in the Operating Environment of the United States. This is important to the study, as the differentiation by the Japanese-American sample from the Japanese Strategic Management Model is critical to the study as it is from this distinctive positioning of the Japanese-American Strategic Management Model that one may argue the optimum Strategic Duration Perspective for American corporations.

At this stage in the discussion it is argued that the shared Operating Environment of the Japanese-American and American samples is objectively the same ie. the United States of America. The data collected from the Japanese-American and American samples project a similar perception of the Operating Environment. This similarity is important to the hypothesis because should these two categories perceive, what is objectively the same, to be different then the hypothesis could not be proven or disproved based upon this perception because the "playing field" needs to be, or at least needs to be perceived as being level so as to isolate the element of

Strategic Duration Perspective, to the extent possible, so as to measure the Strategic Duration Perspective movement by the Japanese-American SDP. sample.

The next phase in evaluating the third hypothesis is an analysis of the Japanese-American Strategic Duration Perspective, the following is a discussion of the data collected in Section 3 of the research survey.

In Section 3: Question A the survey examines the direction of the Japanese-American Strategic Duration Perspective. The assumption is that the Strategic Duration Perspective origins of a Japanese-American corporation were Japanese long-termism which via the process of adaptation to the American Operating Environment may have been altered. The question is did the original Japanese-American Strategic Duration Perspective alter and secondly, if it did, in which direction and degree did it gravitate; toward the Japanese, or American Strategic Duration Perspective Model?

The data here (see Section 2: Question A) portrays a movement toward American short-termism with primary support for "shorter-term strategic management approach then Japanese". Secondly, support for "slightly shorter-term strategic management approach then Japanese" and "no change in Japanese strategic management approach" is equal. There is a clear movement toward the American model which is then balanced in the secondary position with support for, and against change toward the American model.

This data may be argued to reflect a clear adaptation of the Japanese Strategic Duration Perspective model within the American Operating Environment in favour of the local Strategic Duration Perspective model. This needs to be placed in the perspective of a slightly lesser Weighted Average Percentage of no change in Japanese Strategic Duration Perspective while operating in the American Operating Environment. While the evidence is not unanimous (in terms of opinion category) it is suggested that the combined Weighted Average Percentage of the first and second listed options outweigh

the Weighted Average Percentage opinion of no change and therefore argued to be in favour of an adaptation of the original Japanese Strategic Duration Perspective by the Japanese-American sample as a result of operating within the American Operating Environment ie. toward the American Strategic Duration Perspective Model.

It should be noted that while the data in Section 3: Question A suggests a movement toward the American Strategic Duration Perspective model; there is evidence in the data to suggest a preservation of the Japanese Strategic Duration Perspective model on the part of a portion of the sample. This partial preservation of Japanese influence was suggested by Ouchi (1981). Further, substantially smaller portion of the sample suggested they had lengthened their Strategic Duration Perspective as a result of planning for an American Operating Environment. This point is further brought out in Section 3: Question B, where the tolerance or support by the Japanese parent and or holding corporations, for Strategic Duration Perspective changes made by Japanese-American corporations is evaluated.

The data suggests the same trend of conservative support by the Japanese organization for changes made by Japanese-American units to the Japanese Strategic Duration Perspective. This restrained support is evidenced in the literature in similar cases where change required by Japanese-American corporations is highly contested by their Japanese superiors, this is especially evident from American managers in Japanese-American employment who complain of "shadow management" and other cosmetic policies (Novotny 1984) (Allen 1988) (Rice 1988). A recent example is the complication with the American leadership of MCA, a Japanese-American corporation owned by Matsushita of Japan (Turner 1994).

"Blunt and hot tempered, he (Mr. Sheinberg) never adapted to working smoothly with Matsushita ...."  
R. Turner, Will Sheinberg Ever Get a Solo at the top of MCA?, The Wall Street Journal, October 25 1994, p. B5.



"... say he (Mr. Sheinberg) had little choice, because he couldn't get the attention of Matsushita executives, including Matsushita's president."

R. Turner, Will Sheinberg Ever Get a Solo at the top of MCA?, The Wall Street Journal, October 25 1994, p. B5.

Further, the data is consistent with the theory that the management (be they American or Japanese nationals) of some Japanese-American entities are, to say the least, meticulously controlled and hence the conservative approach which results in a Strategic Duration Perspective position, which may be argued to be unduly influenced by corporate leadership from Japan. In spite of this theory, the data's Weighted Average Percentage reflects a "somewhat supportive" stance as perceived by the Japanese-American sample of their Japanese leadership for changes (they) made to the Japanese Strategic Duration Perspective model.

To further investigate this adaptation of original Japanese long term Strategic Duration Perspective Section 3: Question D inquires as to the extent of such movement as evidenced by the data in Question A above and reinforced by the evidence in Section 3: Question B. The primary data suggest that "slight change" has been made to the Japanese Strategic Management Model as a result of operating in the American Operating Environment. The secondary selection reflects that "most has changed" and thirdly a lesser support for "very little change". The data is clear that not only has adaptation of the Japanese Strategic Management Model taken place in the American Operating Environment, but it would appear that such adaptation has been substantial. This is important as it ties into the data from Section 3: Question A above which suggested a distinct shortening of the original Japanese Strategic Duration Perspective as a result of the American Operating Environment.

The data from these two Questions combine to strengthen the hypothesis that substantial adaptation to the Japanese Strategic Management Model has taken place as a result of operating in the American Operating Environment and that such adaptation has been

the shortening of the Japanese Strategic Duration Perspective. This argument is clear support of the third hypothesis which theorized that if the Japanese-American sample reflected a movement toward the American Strategic Duration Perspective, that such would be supportive of the first hypothesis regarding the emergence of a distinctive and positive Strategic Management Model based upon a short term Strategic Duration Perspective. Further, that such adaptation as evidenced in the Japanese-American sample reflects the hypothesis that the short term Strategic Duration Perspective of the American Strategic Management Model is not only legitimate but may be argued to be an optimum Strategic Duration Perspective given the unique attributes of the American Operating Environment.

These arguments are supported by Section 3: Questions E and F, which suggest that the Japanese-American sample support the theory that corporations doing business in a foreign Operating Environment should utilize the local Strategic Duration Perspective as a management tool. The use of such local Strategic Duration Perspective is a means of improving the adaptation process and therein performance. Further, it may be argued that such adoption of the local Strategic Duration Perspective sooner rather than later would likely improve the lead time of (resource) investment returns generally.

Section 3: Question F is confirmation of the theory that the optimum Strategic Duration Perspective for the American Operating Environment is (in terms of the current conditions and attributes of this American Operating Environment) the short-termism of the status quo as exhibited by corporate America (generalization). The data here suggests that the Japanese-American sample has been unable to retain a long term Strategic Duration Perspective in the American Operating Environment. Yet, a sizable portion of the sample suggested that they were able to retain a long term Strategic Duration Perspective. This may be argued to originate from many sources including longevity of operation, presence of Japanese managers, revolving-door approach to Japanese managers who are less exposed to the American Operating Environment and

consequently less likely to concede their Japanese Strategic Duration Perspective roots and less open to American Management styles. As Bowman (1986) argued Japanese-American corporations are expected to be distinctive from both Japanese and American entities, which was confirmed by the Japanese-American respondent's letter (see Appendix 4).

An overview of the third hypothesis is that its substance is proven to the extent the Japanese-American units of competition have adopted a more American Strategic Duration Perspective model than their Japanese SDP. origins while operating in the American Operating Environment. This proves that the American Strategic Duration Perspective model is appropriate given the American Operating Environment, to the extent possible at this point in time, and may be argued to be an optimum. Further, Japan's shortening of Strategic Duration Perspective is further proof of a broader trend; such trend is increasingly similar in Strategic Duration Perspective to the American model thereby supporting the theory that the American SDP. Model is arguably an advancement of strategic management theory given the contemporary configuration of the (American) Operating Environment.

#### 4.2.4 Hypothesis Four

The forth hypothesis is that the optimum Strategic Duration Perspective for the American Operating Environment lies is some combination of short and longer term Strategic Duration Perspective, the balance of which may be (partially) extracted from an analysis of the movement by Japanese-American companies in respect of their Strategic Duration Perspective adaptation to the American Operating Environment.

The American Strategic Duration Perspective defines the alignment of, management's perception of the Objective Reality with the investment of strategic resources. The focus of Strategic Duration Perspective is as an enabling tool for management to improve their perception of the evolving Operating Environment so as to facilitate a matching of environmental evolution, strategic resource commitment, maximum performance of such resource investment and optimum "post" investment corporate positioning given Mintenzberg's (1985) theory of Retrospective strategy.

This study used the Japanese-American sample as a means of defining the Strategic Duration Perspective trend which would indicate an optimum SDP. for the American Operating Environment. The conclusion from this study is that the American short term Strategic Duration Perspective (that is the perception held and deployed by the vast majority of American corporations) is generally short term relative to the Japanese approach (which is generally accepted as long term). Further, that this American SDP. is in fact an optimum given the structure, direction and temperament of the contemporary American Operating Environment.

Strategic Duration Perspective reflects the alignment of the Objective Reality concept with the perceived evolution of the Operating Environment. As such Strategic Duration Perspective is an evolutionary management tool which is conceptual, based upon soft and hard data yet continuously reflecting the theoretical maximization of strategic investment decisions into a concealed

unfolding of the factual time progression within the Operating Environment ie. the future reality. The hypothesis is that in order to more closely approximate the Objective Reality (thereby maximising investment performance) one requires an objective basis for a conceptual subjective perception of the future and the inherent dangers of the time-laps effect on strategic resources allocation/s.

This study has shown the Japanese-American sample moving from a traditional Japanese long term Strategic Duration Perspective toward an American short term Strategic Duration Perspective in a conservative and restrained fashion. The trend is clear, yet regarded as work-in-progress which is plausible given the nature of Japanese strategic management, the process of Operating Environment adaptation itself, the desired parallel evolution of external forces and internal strategy and the evolutionary nature of the discipline. In spite of the tedious pace it may be concluded that the Operating Environment plays a substantial and influential role in the type and structure of a particular Strategic Management Model as argued by Mintzberg (1972). This is not to suggest that the Japanese-American Strategic Management Model will necessarily duplicate the local model, in this case the American Model. Rather, it is sufficient to argue the considerable role which an appreciation of the local Operating Environment will have on foreign corporate entities and their Strategic Duration Perspective as they compete in the local Operating Environment. Such information on the adaptation is then useful in evaluating and improving the local Strategic Duration Perspective, as done in this study.

The forth hypothesis may be argued to be proven in that the Japanese-American Strategic Management Model reflects adaptation to the local Operating Environment in terms of a shorter Strategic Duration Perspective over it's model of origin, the Japanese SDP.. The important issue here is that the degree of SDP. adaptation by the Japanese-American sample may be argued to have resulted in a shorter then Japanese but longer then American Strategic Duration Perspective. This has been achieved with generally positive corporate results. This does measure against the American Strategic

Duration Perspective approach. Thus, it may be argued that while the American Strategic Duration Perspective is an optimum the Japanese-American corporate sample suggests that sound financial results can be achieved with a shorter than Japanese, yet, longer than the American Strategic Duration Perspective within the American Operating Environment. While it is difficult to predict the long term performance of this Japanese-American Strategic Duration Perspective, Bowman (1986) argued that the longer these Japanese corporations are exposed to the American Operating Environment the more they will become Americanized. Kono (1984) argued that Japanese managers would have a short term SDP. if placed in the American Operating Environment, this has been confirmed in this study. It is plausible to suggest that if in fact similar business results maybe available with a slightly longer term SDP. then it would be prudent to look at this influence (not necessary an alternative) as a viable resource and possible partial alternative for American corporations. In fact data from Section 1: Question D hinted at just such inclination by the American sample.

This argument is weakened to the extent that the evolution of the Japanese-American Strategic Duration Perspective may be argued to be an imitation of the American Strategic Duration Perspective Model moving along a continuum (admittedly lagging behind the American) which may appear to be a distinctive Strategic Duration Perspective model but which in fact may be a Strategic Duration Perspective model evolving and adapting to the local Operating Environment at a unique pace given the tangible and intangible links with and to the Operating Environment of origin. Further, the Japanese-American Strategic Duration Perspective may be theoretically beyond the American organization given the unique attributes of the Japanese-American organization, as argued by Das "... the organizational temporal horizon is constituted collectively by all the individual executives." Time: The Hidden Dimension in Strategic Planning, Das et al, Long Range Planning, Vol. 24, No. 3, June, 1991. Secondly, given the data reflecting an association between Competitive Advantage and Strategic Duration Perspective (see Section 2: Question J).

Consequently this recommendation constitutes a review by corporate America of the Japanese-American Strategic Duration Perspective within the context of improving an existing American Strategic Duration Perspective which is imperfect, yet arguably the best positioned to serve the needs of the strategic management practitioners.

Strategic Duration Perspective as an alignment tool inherently requires flexibility to reflect the continuum of environmental evolution. Each decision requires its own logic within the broader strategic schedule/ vision and combination of short and long term strategic decisions are inevitable. The argument is that in (general) matters of strategic resource management the Strategic Duration Perspective for American corporations operating at home is short-termism as they have expounded it to this point, arguably in relation to their perception of the Operating Environment and the socio-cultural value system upon which it is superimposed.

The literature's negative critique of the American short term Strategic Duration Perspective has been put into question by the results of this study which suggest that Japanese-American corporate entities, whose instinctive Strategic Duration Perspective is long-termism, have adapted their Strategic Duration Perspective toward a more American short-termism model while operating in the American Operating Environment. In so doing these Japanese-American organizations have, to the degree that adaptation has been achieved thus far (which is arguably substantial given their Strategic Duration Perspective origins and the conservative traits attributed to Japanese management), provided credence to the Strategic Duration Perspective of the American strategists and the short term performance based Strategic Management Model which is based upon the contemporary American Operating Environment. This theory is in line with Mintzberg's Life Cycle and Adaptive Theories of strategic management.

The American Strategic Duration Perspective may be regarded as an innovative approach to strategic management and arguably

represents the future of the discipline given the fact that global economics coupled with massive technological usage, proliferation of data and communication via The World Wide Web, a new GATT agreement, increasingly free trade globally and the demise of Soviet global power have given rise to the Earth's potentially most promising economic period in history. This new economic era has brought with it a consumer driven force in demand side economics increasingly matched by a market driven supply side which has accelerated the entire economic process and re-engineered the entities and structures which enable such development.

The management of strategy and the strategic resources of corporations' are accelerating to the point where a decentralisation of strategic power has emerged, primarily visible in America, which will force strategic management to be disseminated down through the corporation and secondly, partly as a consequence of the former, have strategic decisions being made closer to the point of market contact/ interface. This process will redistribute aspects of strategic power which has thus far been concentrated in senior management. The focus of this dissemination will be to improve strategic investments as a result of deploying (resources) closer to the point of market contact which will facilitate an accelerated deployment of strategic resources which will hasten return on such investment for investors. Delayed deployment, as argued by Quinn's (1978) Delayed Theory of asset allocation, thereby reducing risk by basing resource allocation on the most current data and analysis. Corporate America is very aware of the dual strategic competition for operating revenue and just as importantly the strategic competition for investment capital, thus risk reduction and Operating Environment control are vital to approximating the Objective Reality by deploying strategic resource as close to the "future" as possible.

An overview of hypothesis four suggests that the research did identify a Strategic Duration Perspective other than the American within the American Operating Environment. It was exhibited by the Japanese-American sample and was shorter than the Japanese yet longer than the American. Further, it is suggested that such theory



is unique to the Japanese-American organization given their unique collection of resources ie. their organizational Competitive Advantage.

The hypothesis was supported by the fact that Japan is shortening its Strategic Duration Perspective, Japanese-American respondents shortened their Strategic Duration Perspective in their adaptation to the American Operating Environment and American respondents reflected confidence in their Strategic Duration Perspective. Thus, it may be argued that the research identified an accelerating trend where corporations are shortening their time horizons in response to the increased pressure within the Operating Environment, primarily founded upon the compounded complexity of market share growth strategies. Further, that this (shortened SDP.) trend was originated by the American Strategic Duration Perspective and plausibly validated by the SDP. movement of Japanese-American respondents who reflected a Strategic Duration Perspective movement from Japanese to a more American type model and secondly, the shortening of SDP. by Japanese respondents.

#### 4.3 Contribution To The Body Of Knowledge

- i. Development of the Strategic Duration Perspective concept:  
A means of defining the subjective management filter as it relates to strategic management and time-horizons. Redefined the relationship between time and strategic management in an applied format.
- ii. Definition of Strategic Management:  
Comprehensive, multi-dimensional, multi-functional collection of resources whose design and system is aligned with the future corporate positioning and the impending Operating Environment. Where current corporate performance is a product of past and present strategy which is sufficiently supple so as to incorporate (industry/market specific and economically general) evolution.  
  

"Strategy planning does not deal with future decisions. It deals with the futurity of present decisions. Decisions exist only in the present. The question that faces the strategic decision-maker is not what his organization should do tomorrow. It is, "What do we do today to be ready for an uncertain tomorrow?"

Peter Drucker, Management, London, William Heinemann LTD, 1974, p. 125.
- iii. American Strategic Duration Perspective:  
Found American Strategic Duration Perspective to have lengthened; yet it remains relatively (relative to Japanese and Japanese-American samples) short term.
- iv. Japanese Strategic Duration Perspective:  
Found that Japanese strategy has shortened its Strategic Duration Perspective.
- v. Japanese-American Strategic Management Model:  
Found an independent and unique form of strategic management evolving in the Japanese-American data. This is considered an Emerging strategic management model.

- vi. **Japanese-American Strategic Duration Perspective:**  
Found that the Japanese (sample) corporations operating in America had modified their Japanese SDP. which reflected the American SDP. more then the Japanese SDP..
- vii. **American Strategic Duration Perspective:**  
Found that the American short term SDP. was substantiated by the Japanese-American SDP. adaptation, which reflected the American SDP. ie. short-termism. Thus, proving that corporations with historically long term SDP. (Japanese-American) shortened their SDP. when operating within the American Operating Environment thus making the case for the American SDP. short-termism as objectively rational if not appropriate for the American Operating Environment.
- viii. **Relevancy of Strategic Plans:**  
Found strategic plans remain important to operations in spite of the decreasing time perspective associated with strategic plans; thus the development of real-time strategic management has not retarded the relevancy of such plans.
- ix. **Competitive Advantage and Strategic Duration Perspective:**  
Fond that there is a correlation between the principal of Competitive Advantage and SDP.; that these two principals may share common or over lapping resources which contribute or make-up such competitive advantage and SDP..

## CHAPTER 5:

### 5.0 South Africa And Strategic Duration Perspective

The South African Operating Environment has undergone, and recently completed a political revolution with mammoth economic, social and political implications.

As a result of this democratization the country is in the process of re-defining its economic-socio-political-cultural systems and identity. Capitalism is the overwhelming basis of economic activity, yet the redistribution of political power based upon universal franchise, will necessitate a re-engineering of the structures and accesses to the country's economic resources and opportunities to ensure continued stability of the Operating Environment.

This discussion looks at the application of Strategic Duration Perspective as a means of improving the performance of local and foreign investors in the South African Operating Environment. Further, to identify ways in which Strategic Duration Perspective may be used by South African corporations investing in foreign markets. The collective substance of which serve to improve the strategic investment decisions made at this critical time in South Africa's economic history.

In this thesis Japanese-American corporate respondents were surveyed to measure the extent of their Strategic Duration Perspective adaptation to the American Operating Environment. The Japanese-American Strategic Duration Perspective was then compared to the American Strategic Duration Perspective so as to evaluate the latter which had been criticized in the literature for being too short term. The theory is that if an "imported" Strategic Duration Perspective adapts to the local Operating Environment the local corporations learn about their own Strategic Duration Perspective in a quasi objective format.

The economic activity of South Africa has for many years been battered by the social and political processes which in 1994 resulted in the election of a democratic African National Congress Government. The economy will be adjusting to the new dispensation and developing a unique competitive advantage based upon a social revision of the natural resources. While this takes place in an unpredictable social realignment process, local and foreign investors will make strategic investment decisions based upon expected quantitative results. The composition of this competitive advantage may be argued to be founded in the historical competitive advantage, upon which and into which the new social structures will build a revised competitive advantage.

The emerging Operating Environment is not only new as a result of political modifications but new in the sense that there will be an entirely different economic agenda which will present a new set of threats and opportunities for corporate South Africa. Further, the global economy that South Africa was locked-out of in the 1980's is very different from the one it now re-enters. The past attraction of South Africa may have been diluted by the accelerated development of Operating Environments competing for international investment. The global economy of the next century is here now and competition is more fierce and difficult then ever as a result of the new concentration of economic and political power globally.

Today, South Africa is only one of many investment destinations open to global investors. The opening up of the Communist Block, Asia and South America offer serious competition to South Africa in terms of investment locals. South Africa may well be the gate-way to Africa, offering a significant competitive advantage in respect of such access, but these African markets offer global investors (relatively speaking) limited returns and historically carry controversial economic and political baggage. This reduced attraction is compounded by the American and United Nation's experience in Somalia over the past years.

In order to overcome the competition for investment resources South Africa will have to present a clear picture of its investment opportunities to local and foreign capital, ie. project its asymmetrical competitive platform or competitive advantage. This marketing plan needs to expound the investment niche/s available and build confidence in the current leadership to sustain economic stability in the face of an arguably contrasting socio-political agenda and expectations.

The role of a study of South Africa's Strategic Management Model would be to provide important information to local and foreign investors regarding the efficient management of their resources in relation to the accelerated evolution of the South African Operating Environment. Where there is an acceleration of economic activity, there is a proportionally heightened need for strategic management to ensure that these valuable and decisive resources are allocated in an attractive (ROI.) yet politically responsible package. Further, these asset allocations must bear in mind the social expectations which are an important factor in solidifying the country's political stability. The increase in resource allocation which is under way and which is increasing in size and number is an appropriate challenge for Strategic Duration Perspective which may be deployed as an alignment tool between strategic management asset allocation and the Operating Environment. Strategic Duration Perspective is critical to any strategic investment decision especially when the Operating Environment is experiencing the release of pent up investment decisions, resources and social aspirations.

South Africa is attracting increasing amounts and numbers of foreign investors who bring with them their perception of their Operating Environments and respective Strategic Duration Perspectives. In their effort to maximize their returns these investors will need to adapt their perception of competition to that of the South African Operating Environment. While this adjustment is difficult under "normal" conditions the degree of complexity is compounded by the rapid evolution of the contemporary Operating Environment. Thus, the very aspects which attract these investors to South Africa (the

unleashed consumerism, labour and regional market potential) carry the most (potential) jeopardy. The risk for South Africa is that these waves of investments do not meet investor expectations and the economy loses the current economic, political and social momentum. By understanding the definition of Strategic Duration Perspective for the South African Operating Environment the expectations of investors can be clearly married to the reality factor thus increasing the alignment between expected and resulting investment performance.

"All this comes atop an economic recovery in South Africa that Mr. Vianello calls "probably the most underestimated boom in the world". "  
Ken Wells, U.S. Investment in South Africa,  
The Wall Street Journal, October 6, 1994.

It is suggested that this investment and development process need to be managed by strategic management utilizing an appropriate Strategic Duration Perspective so as to reduce the investment risks as described above. This assistance needs to be forth coming from internal economic structures which can assist investors in aligning their investments and expectations with the Objective Reality of the South African Operating Environment.

South Africa needs to import foreign capital and technology to develop its local and foreign markets. While South Africa has experienced remarkable political gains and demonstrated an unprecedented ability for peaceful democratic transition, investment in her competitive advantages have only recently (President Mandela's 1994 American tour) noticeably increased. Thus, Strategic Duration Perspective has a role to play in aligning local and foreign corporate perception with the Objective Reality of South Africa's potential.

A defined Strategic Duration Perspective for South Africa would provide an understanding of the investment alignment required by the Operating Environment generally and the target industry specifically. Such Strategic Duration Perspective analysis may also

be used to target foreign investment marks who fit the local Strategic Duration Perspective, enhancing the likelihood of them committing strategic resources and thereby enhance South Africa's reputation as an investment destination.

Given the changes in South Africa the Strategic Duration Perspective of South African corporations' would have to be re-established in order to evaluate their relationship with/to the South African Operating Environment as it is emerging.

Once this work was complete one could utilize the model developed in the American study to evaluate the South African Strategic Duration Perspective. For example one could compare the Strategic Duration Perspective of South African corporations with that of Japanese-South African entities and based upon the direction and degree of Strategic Duration Perspective adaptation (toward or away from the South African Strategic Duration Perspective model) one could suggest modification to the South African Strategic Duration Perspective or not.

Further, South Africa is emerging from radical change which will impact the economic activity and the evolution of the Operating Environment. Consequently, given the vast amount of change expected as a result of the political transition it is suggested that any measurement of the Strategic Duration Perspective of corporate South Africa would produce data which would need to be updated more regularly (relative to the American study) in the initial period; as the accelerated pace of change in the Operating Environment would lead to a disproportional acceleration in the evolution of the Strategic Duration Perspective internally and globally. Once the dust has settled on the political front and the economic cycles are resuming an "identifiable" economic pattern of activity then such studies could reflect longer periods.

Strategic Duration Perspective may be used by South African corporations seeking foreign investments, for example the recent SAPIE acquisition in the United States. Here Strategic Duration



Perspective would enable SAPIE management to align its Strategic Duration Perspective pro-actively with that of the American Operating Environment and in so doing improve its investment efficiency.

In South Africa it would be useful to study the adaptation by Japanese-South African companies, and or the adaptation by the South African Operating Environment to such foreign Strategic Duration Perspectives. This may indicate weather in smaller Operating Environments, like South Africa's, foreign Strategic Duration Perspectives can influence local Strategic Duration Perspective? If this were possible South Africa's SDP. may develop out of the local system and the influences of foreign corporations whose size and impact are sufficient to influence the local Strategic Duration Perspective.

The process whereby a new South Africa emerged from the ashes of Apartheid involved a modification by all the population groups of their values and perception of a democratic South Africa. Each population group needs to come to terms with the past, present and future realities of the economic SWOT. of the new era. The leadership needs to unite this emerging culture and give it a unity of value and purpose so that people begin to identify themselves as South African's first and by ethnic group second. It is through this process of nation building and cultural development that South Africa will find its common value system upon which Strategic Duration Perspective may be deployed for the development of local and international investment. Further, whether South Africa's Strategic Duration Perspective is short-termism, long-termism or some hybrid from will depend upon the studies here proposed. Such research needs to discover whether South African configured Operating Environment can sustain an "national" SDP. in light of the radical internal changes, accelerated local and foreign capital investment and the development of the popular majority. The application of SDP. principals is inherently customized, hence the need for South African SDP. research in light of current and projected socio-demographic-economic configurations. Although this

configuration is an evolving process, there must be a commitment to promote a Strategic Duration Perspective which is rooted in popular cultural values and expectations, for to fail in the application of this principal would weaken economic development and approximation to the Objective Reality.

In conclusion Strategic Duration Perspective could assist with the economic revitalization of the New South Africa.

The following SDP. study is suggested for South Africa:

First, an analysis modeled upon an expanded version of this American study using possibly Japanese-South African corporations. Secondly, an evaluation of the foreign investment community to identify those that fit or are aligned with the competitive advantages and local SDP.. The reality for South Africa is that she can not afford a less than competitive return on local and foreign investment. The competition for international investment is increasing and the population of South Africa need to have their expectations approached. It is within this complex combination of consumer and investor satisfaction that the future stability of South Africa will be defined.

## CHAPTER 6:

### 6.0 Research Summary And Conclusion

"The world inevitably changes; existing practices and principals of action inevitably become unreasonable."  
Roger Martin, Changing the Mind of the Corporation, Harvard Business Review, November - December 1993, p. 94.

The research concept developed from the critical review of the American strategic time horizon in the literature, Andrews (1987). It was argued that corporate America was too short term and consequently risking damage to the economic resources and competitive advantage of the Operating Environment in the short and more importantly medium to long term.

The general contemporary opinion on the subject reflected an esteem for the Japanese long term strategic time horizon which had paralleled Japan's dramatic penetration into the globaleconomy. This parallel proved too tempting for authors to ignore and the arguments for a long term strategic time horizon for the United States of America followed. This literary recommendation was latently naive as Mintzberg pointed out in 1987.

"But while prescription for strategic change in the literature may come easy, management of the change itself, in practice, especially when it involves perspective, comes hard."  
Henry Mintzberg, Crafting Strategy, Harvard Business Review, July- August, 1987, p. 31.

The issue of corporate America's affinity with the short term was unquestionably more complex and deeply rooted in the composition of their Strategic Duration Perspective. This conceptual subjective management function, which Mitroff (1981) described as partly metaphysical, is the most consequential in corporate management. Errors in strategic management judgement are inevitably substantial

and very often fatal. Hence the need to determine the validity or not or degree thereof of the American Strategic Duration Perspective. The American Strategic Duration Perspective has recently been reflected in the political structures with a call for Federal term limits for legislators, which reinforces the argument that American short-termism is, if anything, a long standing and continuing trend.

"... it was found that U.S. firms are more flexible in their strategic deployment of resources and that they emphasize short-term resource utilization, while Japanese firms emphasize long-term resource accumulation ...."  
T. Kagono *et al*, Strategic vs. Evolutionary Management, Amsterdam, North-Holland, 1985.

Having lived, studied and worked in the United States of America the researcher was at odds with the written criticism of the American strategic short-termism. The culture of the American people is highly reflective of the strategic short-termism, thus it was argued that any attempt to transplant, no matter how surgically and theoretically well suited, a long term strategic approach was doomed to fail in America. The basis for this predication is the very theoretical basis for the run away success of importing the Demming philosophy (generalization) into Japan. That is, the Demming (and many others) management theory of quality and long term consequential resource allocation was a wonderful strategic fit with the pre-existing cultural value system in Japan. The Japanese were able to imbibe these management philosophies for the very reason why corporate America could not. That is, the values of the American population are short-termism, inclusive, flexibility and freedom, while Japanese value are conservative, exclusive, structured, collaborative and long term.

The question remained as to the validity of this American short term performance based Strategic Management Model, and the research would target this inquiry.

"Culture effects how these problems are perceived and how they are resolved. Societal learning also establishes horizons of perception."

Richard Pascale et al, The Art of Japanese Management: Application for American Executives, Simon & schuster, 1981, p. 22.

To study this subjective phenomenon the research developed a term and applied definition for the conceptual notion of time horizon as it relates to strategy and strategic management namely, Strategic Duration Perspective (SDP.). This term is a combination of the managerial perception of strategic management and the subjective duration perspective of such within the function of corporate strategic management. The definition includes the strategist's perception of the Operating Environment in its broadest sense, including the internal and external arenas and the all important alignment of the subjective perception of the Operating Environment with the corporate resources and their deployment and consequential rendering (or not or degrees thereof) of the corporate mission and objectives in relation to the Objective Reality. The Objective Reality was also defined in this thesis; this concept has its origins in Mintzberg's (1985) paper in which he compared intended strategy with resulting strategic consequences.

"Strategies and theories are not realities themselves, only representations (that is, abstractions) of reality in the minds of people."

Henry Mintzberg, Crafting Strategy, Harvard Business Review, July- August, 1987, p. 29.

With the main conceptual aspects defined the research sought a method of evaluating the conceptual American Strategic Duration Perspective in an objective study. That is, the methodology could not only ask the respondents for an explanation or their rational for utilizing the American Strategic Duration Perspective, the research needed to explain the American Strategic Management Model as a comparative process. The study matched the conceptual elements of strategic management with the conceptual subjective Strategic Duration Perspective discussed by Westley and Mintzberg in 1989.

The research model was built upon the theory that if the Japanese Strategic Duration Perspective is long term and functioning theoretically positively in the Japanese Operating Environment; what had occurred to this approach when deployed in the American Operating Environment. The hypothesis was that the adaptation to the American Operating Environment by the Japanese Strategic Duration Perspective would "project" the American Operating Environment onto and into the Japanese long term Strategic Management Model. The results in adaptation, or not or degree thereof, would allow the study to argue the validity of the American Strategic Duration Perspective as the comparison would highlight the adaptation trends.

The issue of American SDP. validity is important as the validity/ value of strategic management and planning has been well established in many studies, especially Thune and House (1970). Thus, the refinement of the process and perception of the actors is significant to the discipline's development; development which has the potential to increase corporate asset performance, based upon proximity to the Objective Reality.

Thus, the hypotheses were to determine whether a distinctive American Strategic Management Model existed whose basis was short term corporate performance, an apparent contradiction to the traditional definition of strategic management. Secondly, to confirm the Japanese long term Strategic Management Model. Thirdly, to measure via a cross sectional survey, the adaptation by Japanese-American corporations to the American Operating Environment. And lastly to develop a theory where the contradiction of long-termism and short-termism could co-exist to the benefit of the corporation's strategic resources allocation and the performance of the corporate assets in the nearer term.

"... and I am only now beginning to appreciate how mechanically organizations resist newer truth - and how strong the emotions are that underlie these mechanisms."  
Roger Martin, Changing the Mind of the Corporation, Harvard Business Review, November - December 1993, p. 81.

The survey's goal was to gather data on specific subjective and conceptual perceptions regarding the strategist's view of their Operating Environment which is complicated by the emotional risks intrinsic to such perspectives. The survey was divided into four sections namely; Operating Environment, Strategic Duration Perspective Information, Japanese-American Strategic Duration Perspective and fourthly, Demographic Information.

The response rate was adequate given the senior positions of the target respondents within three corporate categories, American, Japanese and Japanese-American. The survey was professionally translated and mailed to three hundred thirty one respondents. By August 1994 an average response rate of thirty eight percent of those surveys reasonably estimated to have reached their targeted respondent was achieved.

The analysis and findings were enlightening, the data was qualitatively evaluated and argued. The selected quantitative analysis involved graphs reflecting the trends of strategic management and Strategic Duration Perspective in the three corporate categories to support hypotheses evaluation.

Hypothesis one dealing with a distinctive positive American Strategic Management Model was confirmed.

Hypothesis two, dealing with a Japanese long-termism was confirmed. Yet, notably the Japanese Strategic Duration Perspective was itself found to be shortening in duration perspective. This finding facilitated the theory that shorter term Strategic Duration Perspectives are a broad trend brought on in part by the need for delayed strategic deployment as advocated by Quinn (1978) and secondly, the impact of accelerating and increased time based competition.

Hypothesis three reflected an adaptation by the Japanese-American sample toward the American Strategic Duration Perspective, confirming the objective validity of the American Strategic Management Model and Strategic Duration Perspective.

Hypothesis four dealing with synthesising long and short term Strategic Duration Perspectives was ambiguous. No clear process was identified yet the research did identify an important fact that the Japanese-American sample suggested as feasible a Strategic Duration Perspective in the American Operating Environment which is longer then the American yet shorter then the Japanese. The researcher felt it would be presumptions to draw extensive conclusions based upon the structure of the data. This research made every attempt to honour and respect the proportions of the study while arguing the hypotheses as reflected in the data.

"This contrast in resource deployment is the most significant difference between Japan and the U.S. ...."

T. Kagono et al, Strategic vs. Evolutionary Management, Amsterdam, North-Holland, 1985, p. 30.

"This finding corresponds to the difference in environment and objectives cited earlier: it is quite reasonable for the U.S. firms, which have higher priority to profitability and face a lower opportunity environment, to emphasize mobility and short-term capitalization of resources."

T. Kagono et al, Strategic vs. Evolutionary Management, Amsterdam, North-Holland, 1985, p. 30.

The thesis discussed the application and use of Strategic Duration Perspective as an alignment tool for strategists to deploy in aligning their strategic resource allocation decisions with the impending future Operating Environment and desired consequential corporate positioning and results.

The American Strategic Duration Perspective is arguably optimum for the contemporary American Operating Environment. The competitive advantages woven into the cloth that is the American Operating Environment reflect the existing duration perspective. Thus, the American Strategic Duration Perspective is argued to be a living, cyclical process ongoing and dependent upon the Operating Environment for definition. As argued by my learned teachers, Mintzberg in his Adaptive theory and Lawrence (1967) who argue



that strategy must reflect the Operating Environment, Strategic Duration Perspective as deployed in America is an optimum application.

"... managerial reality is not an absolute;  
rather it is socially and culturally determined."  
Richard Pascale et al, The Art of Japanese  
Management: Application for American Executives,  
Simon & schuster, 1981, p. 22.

The application of Strategic Duration Perspective was argued in a chapter on South Africa. It was suggested that of paramount importance was the principal of promoting a Strategic Duration Perspective defined by the Operating Environment. The dramatic recent developments required the deployment of Strategic Duration Perspective in defining the alignment of investor perceptions and expectations with this Operating Environment. It is suggested that with modification and due regard for the transient nature of a South African study, Strategic Duration Perspective would assist in the efficiencies of corporate South Africa in terms of their local and international strategic resource allocation decisions. Further, Strategic Duration Perspective could be used to align foreign investors with an optimum South African Strategic Duration Perspective thereby increasing their return on investment and lead time for such - thus enhancing South Africa's reputation as an investment destination.

"Japanese business success began when Western  
ideas were grafted onto traditional holistic  
orientation of the Japanese."  
Kosaku Yoshida, Deming Management Philosophy:  
Does it Work in the US as Well as Japan,  
Columbia Journal of World Business, Vol. 24,  
No. 3, 1989, p. 10.

In conclusion, the thesis was successful in determining the validity of the American Strategic Duration Perspective and identifying a trend by the three corporate categories that Strategic Duration Perspectives are shortening, leading to an increasingly Real-Time Strategic Management Model and the efficiencies which will follow.

## Bibliography

### Books:

Abegglen, James C. The Strategy of Japanese Business. Cambridge: Ballener, 1984.

Abegglen, James C., and George Stalk. Kaisha : The Japanese Corporation. New York: Basic Books, 1985.

Abel, Derek F. Defining the Business the Start of Strategic Planning. Engelwood Cliffs, N.J.: Prentence Hall, 1980.

Alston, Jon P. The American Samurai : Blending American and Japanese Managerial Practices. Berlin: 1985.

Amara, Roy and Andrew J. Lipinski. Business Planning for an Uncertain Future Scenarios & Strategies. Pergamon Press, 1983.

Andrews, Kenneth R. The Concept of Corporate Strategy. Homewood, Illinois: Irwin, 1987.

Barnard, Chester I. The Functions of the Executive. Cambridge Massachusetts: Harvard University Press, 1938.

Bourgeois, III John L. Strategy Making, Environmental, and Economic Performance: A Conceptual and Empirical Explanation. University of Washington, PH.D., 1978.

Bower, Joseph L. Managing the Resource Allocation Process. Boston: Division of Research Graduate School of Business Administration, 1970.

Beherman, J., and James A. Hanson (eds.). Short-Term Macroeconomic Policy in Latin America. Cambridge: Ballanger Publishing Company, 1979.

Buckley, Peter J., and Michael Z. Brooke. International Business Studies. Oxford UK: Blackwell Publishers, 1992.

Burton, Richard M., and Borge Obel (eds.). Organizational Responses to the New Business Conditions: An Empirical Perspective. Amsterdam: Elsevier, 1980.

Below, Patric J., George L. Morrissey, and Betty L. Acomb. The Executive Guide to Strategic Planning. San Francisco: Jossey-Bass Publishers, 1987.

Bukszar, Edward W. Strategic Management and the Perception of Order. University of Arizona, Ph.D., 1990.

Clover, Vernon T., and Howard L. Balsley. Business Research Methods. Ohio: Grid Publishing, 1979.

Crossan, Mary M. Organization Learning: A Sociocognitive Model of Strategic Management. London, Ontario: The University of Western Ontario Ph.D., 1991.

Drucker, Peter F. Management. London: William Heinemann Ltd., 1974.

Deal, Terrence E., and Alan A. Kennedy. Corporate Cultures. Reading Massachusetts: Addison-Wesley Publishing Company, 1982.

Dsouza, Derrick E. Strategy Types and Environmental Correlates of Strategy for High-Growth Firms; An Exploratory Study. Georgia State University Ph.D., 1990.

Economist Intelligence Unit London. Japan Country Report No 1 1992. (Compiled by). Business International Limited, 1992.

Economist Intelligence Unit London. Japan Country Profile 1991-92. (Compiled by). Business International Limited, 1991.

Economist Intelligence Unit London. USA Country Profile 1991-92. (Compiled by). Business International Limited, 1991.

Economist Intelligence Unit London. USA Country Report No 4 1991. (Compiled by). Business International Limited, 1991.

Edwards, Barbara Ann. Chief Executive Officer Behaviours in Implementing Strategic Change. vol. 1 and vol. 2. University of Minnesota PH.D., 1990.

Fredrickson, James W. (ed.). Perspectives on Strategic Management. New York: Harper Business, 1990.

Galbraith, Kenneth John. The New Industrial State. London: Hamish Hamilton, 1967.

Gilder, George. Wealth And Power. New York: Basic Books, Inc., 1939.

Gordon, Donald Duncan, and Hants Aldershot. Japanese Management In America and Britain Revelation or Requiem for Western Industrial Democracy. England: Avebury, 1988.

Hambrick, Donald C. (ed.). The Executive Effect: Concepts and Methods for Studying Top Managers. Greenwich, Connecticut: JAI Press Inc., 1988.

Hayashi, Junya (ed.). Japan Yellow Pages Spring 1993. Tokyo: Japan Yellow Pages Ltd., 1992.

Hay, Michael, and Peter Williamson. The Strategic Handbook. England: Blackwell Business, 1991.

Hellebust, Karsten G., and Joseph C. Krallinger. Strategic Planning Workbook. New York: John Wiley & Sons, 1989.

Henderson, Bruce D. The Logic of Business Strategy. Cambridge, Massachusetts: Ballinger Publishing Company, 1984.

Hy, Ronn J. Using the Computer in the Social Sciences a Nontechnical Approach. New York: Elsevier, 1977.

Japan External Trade Organization. Japan Trade Directory 1985-1986. Japan External Trade Organization Publications Department, 1985.

Japan External Trade Organization. 1991 - 1992 Directory: Japanese Affiliated Companies in USA & Canada. Tokyo: Jetro, 1991.

Kagono, T., I. Nonaka, K. Sakakibara, and A. Okumura. Strategic vs. Evolutionary Management. Amsterdam: North-Holland, 1985.

Kono, Toyohiro. Strategy and Structure of Japanese Enterprise. London: Macmillan, 1984.

Lamb, Robert (ed.). Advances in Strategic Management Volume 2. Connecticut: JAI Press Inc., 1983.

Lamb, Robert, and Paul Sh Rivastava (eds.). Advances in Strategic Management Volume 3. Connecticut: JAI Press Inc., 1985.

Lawrence, P.R. and Lorsch, J.W. Organization and Environment: Managing Differentiation and Integration. Boston: Harvard Business Schools Press, 1967.

Li, Mingfang. Environmental Attributes, Strategy-Making Comprehensiveness and Firm Performance. An Empirical Study of the Electronic Computing Equipment Industry. Virginia Polytechnic Institute and State University PH.D., 1990.

Lonner, Walter J., and Robert M. Thorndike. Cross-Cultural Research Methods. New York: John Wiley & Sons, 1973.

Mason, Richard O., and Ian I. Mitroff. Challenging Strategic Planning Assumptions. New York: John Wiley & Sons, 1981.

Matsumoto, Toru. Japanese Stocks: A Basic Guide for the Intelligent Investor. New York: Kodasha International, 1989.

McNichols, Thomas J. Executive Policy and Strategic Planning. New York: McGraw-Hill, 1983.

Miller, Kent Douglas. Strategic Flexibility Responses to Perceived Environmental Uncertainties: Evidence from Central America and Panama. University of Minnesota PH.D., 1991.

Miller, Danny, and Peter H. Friesen. Organizations: A Quantum View. Englewood Cliffs N.J.: Prentice Hall Inc., 1984.

Newman, W.H., J.P. Logan, and W.H. Hegarty. Strategy. Cincinnati, Ohio: South Western Publishing Co., 1989.

Ohmae, Kenich. The Mind of the Strategist the Art of Japanese Business. McGraw-Hill Book Company, 1982.

Ouchi, William. Theory Z : How American Business can Meet the Japanese Challenge. Addison-Wesley, 1981.

Pasale, Richard Tanner, and Anthony B. Athos. The Art of Japanese Management : Applications for American Executives. Simon and Schuster, 1981.

Pass, Christopher, Bryan Bowes, Andrew Pendleton and Leslie Chadwick. Collins Dictionary of Business. Great Britain: Harper Collins Publishers, 1991.

Peters, Thomas J. In Search of Excellence. New York: Harper & Row, Publishers, 1982.

Prahalad, C. The Strategic Process in a Multinational Corporation. Michigan: Xerox University Microfilms, 1975.

Quinn, Brian James. Strategies for Change Logical Incrementalism. Illinois: Richard D Irwin, Inc., 1980.

Reich, Robert B. The Next American Frontier. New York: Times Books, 1983.

Rumelt, Richard P. Strategy, Structure, and Economic Performance. Boston: Division of Research Graduate School of Business Administration, Harvard University, 1974.

Schendel, D.E. and Hofer, C.W. (eds.). Strategic Management Evaluation of Strategy: Theory and Models. Boston: Little Brown, 1979.

Scher, Mark J., and Schon L. Beechler. Japanese Banking in the U.S. - From Transient Advantage to Strategic Failure. Center on Japanese Economy and Business, Columbia Business School, NY: Working Paper Series, Number 85, 1994,

Sheth, Jagdish, and Golpira Eshghi. Global Strategic Management Perspectives. Cincinnati: South-Western Publishing Co., 1989.

Simon, Herbert A. Administrative. New York: The Free Press 1976

Skinner, Wickham. Manufacturing In the Corporate Strategy. New York: John Wiley & Sons, 1978.

Snow, John. Strategic And Long-Range Planning for the Multinational Corporation. New York: Schwendiman Praeger Publishers, 1973.

Stalk, Jr. G., and Hout, T. Competing Against Time. New York: The Free Press, 1990.

Toyo Keizai Inc. Japan Company Handbook: First Section; Spring 1993. 1993.

Toyo Keizai Inc. Japan Company Handbook: Second Section; Spring 1993. 1993.

Tsurumi, Yoshi. Japanese Business: A Research Guide with Annotated. Praeger, 1978.

Tung, Rosealie L. (ed.). Strategic Management in the United States and Japan a Comparative Analysis. Cambridge Massachusetts: Ballinger Publishing Company, 1986.

Watson, Jr. Thomas J. A Business and its Beliefs: The Ideals That Helped Build IBM. New York: McGraw-Hill Book Company Inc., 1963.

Yoyohiro, Kono (ed.). Strategic Management in Japanese Companies. The Best of Long Range Planning number 11, Oxford: Pergamon Press, 1992.

Yamada, Tetsuji (ed.). Diamond's Japan Business Directory 1992. Tokyo: Diamond Lead Co., Ltd., 1992.

Zikmund, William G. Business Research Methods 3rd Edition. Chicago: The Dryden Press, 1991.



Journals:

Aaker, David A. and Mascarenhas, Briance. "The Need for Strategic Flexibility." Journal Of Business Strategy, Vol. 5, No. 2, 1984, pp. 74-82.

Abrahams, William B. "To Succeed in Japan: Give Customers Service, Then More Service." Marketing News, Vol. 23, December 4, 1989, p. 13.

Albrecht, William S.; Marsh, Hugh L. Jr. and Bentzel, Fredrick, H. Jr. "Auditing an International Subsidiary." The International Auditor, Vol. 45, October, 1988, pp. 22-26.

Allcorn, Seth. "Leadership Styles: The Phycological Picture." Personnel, Vol. 65, April, 1988, pp. 46-54.

Alexander, C.P. "American Myths vs.the Real Reasons for Japan's Success." Management Review, Vol. 70, No. 6, June, 1981, PP. 55-56.

Allen, Louis A. "Working Better with Japanese Managers." Management Review, Vol. 77, November, 1988, pp. 55-56.

Amano, Matt M. "Organizational Changes of a Japanese Firm in America." California Management Review, Vol. 21, Spring, 1979, pp. 51-59.

Anderson, Carl R. and Paine, Frank T. "PIMS: A Reexamination." Academy Of Management Review, Vol. 3, No. 3, July, 1978, pp. 602-612.

Anderson, C.R.; Hellriegel, R.D. and Slocum, J.W.Jr. "Managerial Responses to Environmentally Induced Stress." Academy of Management Journal, Vol. 20, 1977, pp. 260-272.

Anderson, Carl R. and Paine, Frank T. "Managerial Perceptions And Strategic Behaviour." Academy Of Management Journal, Vol. 18, No. 4, 1975, p. 811-823.

Anderson, William S. "What We Learning from Japan." Nation's Business, Vol. 69, March, 1981, pp. 39-41.

Anderson, William S. "Meeting The Japanese Economic Challenge will Require a Brand New Game Plan by the United States." Administrative Management, Vol. 42, February, 1981, p. 102.

Andrews; Andy. "Leadership's Time Horizons and Vision are too Short." Human Resource Management, Vol. 3, No. 5, May, 1987.

Anshen, M. and Guth, W. D. "Strategies for Research in Policy Formulation." Journal of Business, Vol. 46, No. 4, 1973, pp. 499-511.

Ansoff, Igor H. "The State of Practice In Planning Systems." Sloan Management Review, Vol. 18, No. 2, 1977, pp. 1-24.

Aonuma, Y. "Japanese Explains Japan's Business Style." Across the Board, Vol. 18, February, 1981, pp. 41-50.

Archer, Earnest R. "Toward a Revival of the Principals of Management." Industrial Management, Vol. 32, No. 1, 1990, pp. 19-22.

Astley, Graham W. and Fombrun, Charles J. "Collective Strategy: Social Ecology Of Organization Environments." Academy of Management Review, Vol. 8, No. 4, 1983, pp. 576-587.

Bartlett, Christopher A. and Ghoshal, Sumantra. "Matrix Management : Not a Structure, a Frame of Mind," Harvard Business Review, No. 4, July - August, 1990, pp. 138-145.

Bell, D.W. "Japanese Industry. (Compares Uk/Japanese Industrial Strategies)." Industrial Participation (UK), Summer, 1981.

Bender, Paul S. "Japanese Solutions to American Problems." Traffic Management, Vol. 26, June, 1987, p. 23.

Bennet, Stephen. "Life on the Leading Edge." Progressive Grocer, Vol. 69, February, 1990, pp. 65-66.

Berenbeim, Ronald E. "Operating Foreign Subsidiaries: How Independent Can They Be?" The Conference Board, Report No. 836, 1983.

Bernstein, A.; Cook, D.; Engardio, P. and Miles, G. "Japan, U.S.A. - The Difference Japanese Management Makes." Business Week, July, 1986, pp. 47-50.

Bickerstaffe, George. "The Mixed Scorecard of Japanese Management Abroad." International Management (Europe Edition), Vol. 38 July, 1983, pp. 12-16.

Binder, Alan S. "What's Good for Japan isn't Necessarily Good for the U.S." Business Week, September 23, 1991.

Bishop, D. "The True Lesson of Japan (Compares UK/Japanese Management)." Management Today (UK), December, 1981.

Black, Stewart J. "The Relationship Of Personal Characteristic with the Adjustment of Japanese Expatriate Managers." Management International Review, Vol. 30, No. 2, 1990, pp. 119-134.

Blair, John D.; Hunt, James G. "Getting Inside the Head of the Management Researcher One More Time: Context-Free and Context-Specific Orientations in Research." Journal of Management, Vol. 12, No. 2, 1986, pp. 147-166.

Blanchard, O.J. and Summers, Lawrence H. "Perspectives on High World Real Interest Rates." Brookings Papers on Economic Activity, 1984, pp. 273-325.

Bolwin, P.T. and Brinkman, S. "Japanese Manufacturing: Strategy In Practice." Long Range Planning, Vol. 20, No. 1, 1987, pp. 25-34.

Boudreaux, Kenneth J. "Managerialism" and Risk-Return Performance." Southern Economic Journal, XXXIX, 1973, pp. 366-372.

Bourgeois, III J. L. "Strategic Goals, Perceived Uncertainty, and Economic Performance In Volatile Environments." Academy of Management Journal, Vol. 28, 1985, pp. 548-573.

Bourgeois, III L. J. "Strategy and Environment: A Conceptual Integration." Academy of Management Review, Vol. 5, no. 1, 1980, pp. 25-40.

Bourgeois, III J. L. "Performance and Consensus." Strategic Management Journal, Vol. 1, 1980, pp. 227-248.

Bower, Joseph L. "Solving the Problems of Business Planning." Journal of Business Strategy, Vol. 2, No. 3, Winter, 1982, pp. 32-44.

Bower, L. J. "Planning and Control: Bottom-Up or Top-Down." Journal of General Management, Vol. 1, 1974, pp. 20-31.

Bowman, Edward H. "Strategy, Annual Reports, and Alchemy." California Management Review, Vol. 20, No. 3, Spring, 1978, p. 64-71.

Bowman, Edward H. "Strategy and The Weather." Sloan Management Review, Vol. 17, Winter, 1976.

Bowman, Edward H. "Epistemology, Corporate Strategy, and Academe." Sloan Management Review, Vol. 15, No. 2, 1974, pp. 35-50.

Bowman, James S.; Caison, Fredrick K. "Japanese Management in America: Experts Evaluate Japanese Subsidiaries." SAM Advanced Management Journal, Vol. 51, No. 3, 1986, pp. 22-28.

Bowman, James S. and Caison, Frederick K. "Japanese Management in American: Experts Evaluate Japanese Subsidiaries." SAM Advanced Management Journal, Vol. 51, Summer, 1986, pp. 22-28.

Bowman, James S. "The Rising Sun in America (Part One)." Personnel Administrator, Vol. 31, No. 9, 1986, pp. 62-67, 114-119.

Bowman, James S. "Why Japanese Companies in the U.S. Don't Need Quality Circles." Personnel Administrator, Vol. 30, October, 1985, pp. 111-114.

Bracker, Jeffrey. "The Historic Development of the Strategic Management Concept." Academy of Management Review, Vol. 5, No. 2, 1980, pp. 219-224.

Brandt, Scott A. "Perspectives on Joint Ventures with the Japanese in the United States." Advanced Management Journal, Vol. 55, Winter, 1990, pp. 34-36.

Brecher, Charles; Pucik, Vladimir. "Foreign Banks in the U.S. Economy: The Japanese Example." Columbia Journal of World Business, Vol. 15, No. 1, 1980, pp. 5-13.

Berezin, Charles E. "Leapfrogging Japan: Japanese Techniques for Americans?" National Productivity Review, Vol. 8, No. 4, 1989, pp. 349-356.

Brodwin, David R. and Bourgeois, III L. J. "Five steps to Strategic Action." California Management Review, Vol. 26, Spring, 1984, pp. 176-190.

Bromiley, Phillip; Govekar, Michele and Marcus, Alfred. "On Using Event-Study Methodology in Strategic Management Research." Technovation (Netherlands), Vol. 8, Issue 1-3, 1988.

Brown, Robert M. and Blevins, Teresa F. "Should America Embrace Japanese Management Techniques?" SAM Advanced Management Journal, Vol. 54, Winter, 1989, pp. 22-31.

Buckley, P. J.; Mirza, H. "The Wit and Wisdom of Japanese Management: An Iconoclastic Analysis." Management International Review, Vol. 25, No. 3, 1985, pp. 16-32.

Burgelman, Robert A. "A Model of the Interaction Of Strategic Behaviour, Corporate Context, and the Concept of Strategy." Academy of Management Review, Vol. 8, 1983, pp. 61-70.

Burton, Gene E. "Japan vs. USA: A Comparison of Corporate Environments and Characteristics." Human Systems Management, Vol. 8, No. 2, 1989. pp. 167-173.

Carlson, Paul F. "The Long and the Short of Strategic Planning." The Journal of Business Strategy, Vol. 11, No. 3, May - June, 1990, pp. 15-19.

Carter, Eugene E. "The Behavioural Theory of the Firm and Top-Level Corporate Decisions." Administrative Science Quarterly, 1971, pp. 413-428.

Celley, Albert F.; Clegg, William, H.; Smith, Arthur W. and Vonderembse, Mark A. "Implementation of JIT in the United States." Journal of Purchasing and Materials Management, Vol. 22, no. 4, 1986, pp. 9-15.

Chakravarthy, Balaji S. "Adaptation: A Promising Metaphor for Strategic Management." Academy of Management Review, Vol. 7, No. 1, 1982, pp. 35-44.

Channon, Charles. "Research Modes and Management Styles." Journal of Advertising Research, Vol. 25, No. 5, 1985, pp. 4-9.

Child, John. "Managerial and Organizational Factors Associated with Company Performance - Part II. A Contingency Analysis." Journal of Management Studies, Vol. 12, No. 1, 1975, pp. 12-27.

Child, John. "Managerial and Organizational Factors Associated with Company Performance - Part I." Journal of Management Studies, October, 1974, pp. 175-189.

Child, John. "Organizational Structure, Environment and Performance: The Role of Strategic Choice." Sociology, Vol. 6, 1972, pp. 1-22.

Cole R.E. "Learning from the Japanese : Prospects and Pitfalls." Management Review, Vol. 69, No. 9, September, 1980, pp. 22-28, 38-42.

Collison, R. "Counting the Pluses with the Minuses in Japan's Business Invasion of the United States." Management Review, Vol. 69, No. 6, June, 1980, p. 4.

Conant, Jeffrey S.; Mokwa, Michael P. and Wood, Steven D. "Management Styles and Marketing Strategies: An Analysis Of HMO's." Health Care Management Review, Vol. 12, Fall, 1987, pp. 65-75.

Conger, Jay A.; Kanungo, Rabindra N. "Toward A Behavioral Theory of Charismatic Leadership in Organizational Settings." Academy Of Management Review, Vol. 12, No. 4, 1987, pp. 637-647.

Cook, James. "Kanban, American-Style." Forbes, Vol. 134, No. 9, 1984, pp. 66-70.

Cosier, Richard A. and Dalton, Dan R. "Search for Excellence, Learn From Japan - Are These Panaceas or Problems?" Business Horizons, November - December, Vol. 29, No. 6, 1986, pp. 63-68.

Cosier, Richard A. "Research Notes and Communications Approaches for the Experimental Examination of the Dialectic." Strategic Management Journal, Vol. 4, 1983, pp. 79-84.

Cosier, Richard A. "Dialectical Inquiry in Strategic Planning: A Case of Premature Acceptance." Academy of Management Review, Vol. 6, No. 4, 1981, pp. 643-648.

Cosier, Richard A. and Aplin John C. "A Critical View of Dialectical Inquiry as a Tool in Strategic Planning." Strategic Management Journal, Vol. 1, 1980, pp. 343-356.

Cusumano, Michael A.; Takeishi, Akira. "Supplier Relations and Management: A Survey of Japanese, Japanese-Transplant, and U.S. Auto Plants." Strategic Management Journal, Vol. 12, 1991, pp. 563-588.

Dahlberg, R.C. "Planning - A View from the Trenches." Business Economics, May, 1977, pp. 5-8.

Dakin, S.R. and Hamilton, R.T. "How "General" are your General Managers?" Management Decision, Vol. 28, No. 1, 1990, pp. 32-37.

Das, T.K. "Time: The Hidden Dimension in Strategic Planning." Long Range Planning, Vol. 24, No. 3, June, 1991, pp. 49-57.

Day, George. "Gaining Insight Through Strategy Analysis." Journal of Business Strategy, Vol. 4, Spring, 1983, pp. 51-58.



DeFrank, Richard, S.; Matteson, Micheal, T.; Schweger, David, M.; Ivancevich, John, M. "The Impact of Culture on the Management Practices of American and Japanese CEOs." Organizational Dynamics, Vol. 13, Spring, 1985, pp. 62-76.

De Geus, Arie P. "Planning As Learning." Harvard Business Review, March - April, 1988, pp. 62-69.

Deephouse, David L. "A Comparison of Alternative Explanations for Corporations Risk-Return Relations." The Strategic Management Research Center University of Minnesota, No. 154, February, 1991.

Deets, Norman; Dr. Morano, Richard. "Xerox's Strategy for Changing Management Styles." Management Review, Vol. 75, No. 3, 1986, pp. 31-35.

Denning, Basil W. "Strategic Environmental Appraisal." Long Range Planning, Vol. 6, No. 1, 1973, pp. 22-27.

Dess, Gregory G. "Consensus on strategy Formulation and Organizational Performance: Competitors in a Fragmented Industry." Strategic Management Journal, Vol. 8, No. 3, 1987, pp. 259-277.

Dillon, Linda S. "Can Japanese Methods be Applied in the Western Workplace." Quality Progress, Vol. 23, No. 10, 1990, pp. 27-30.

Dobbins, Richard. "Institutional Shareholders and Corporate Management." Management Decision, Vol. 13, 1975, pp. 369-408.

Doktor, Robert H. "Asian and American CEO's: A Comparative Study." Organizational Dynamics, Vol. 18, Winter, 1990, pp. 46-56.

Downey, Kirk H. and Slocum, John W. "Uncertainty: Measures, Research, and Sources of Variation." Academy of Management Journal, Vol. 18, No. 3, 1975, pp. 562-578.

Dreyfuss, Joel. "IBM's Vexing Slide in Japan." Fortune, Vol. 117, March 28, 1988, pp. 65-67.

Drucker, Peter. "The Information Executives Truly Need." Harvard Business Review, January - February, 1995, p. 54-62.

Drucker, Peter. "Behind Japan's Success." Harvard Business Review, Vol. 59, January - February, 1981, pp. 83-90

Drucker, Peter F. "What We Can Learn From Japanese Management." Harvard Business Review, Vol. 49, No. 2, 1971, pp. 110-123.

Drucker, Peter F. "Long Range Planning." Management Science, April, 1959, pp. 238-249.

Dutton, Jane E. and Duncan, Robert B. "The Influence of the Strategic Planning Process on Strategic Change." Strategic Management Review, Vol. 8, 1987, pp. 103-116.

Ebrahimpour, Maling. "An Empirical Study of American and Japanese Approaches to Quality Management in the United States." International Journal of Quality and Reliability Management (UK), Vol. 5, No. 5, 1988, pp. 5-24.

Eckley, Robert S. "Caterpillar's Ordeal: Foreign Competition in Capital Goods." Business Horizons, Vol. 32, No. 2, 1989, pp. 80-86.

Edstrom, Anders and Galbraith, Jay R. "Transfer of Managers as a Coordination and Control Strategy in Multinational Organizations." Administrative Science Quarterly, Vol. 22, 1977, pp. 248-263.

Emshoff, James R. and Mitroff, Ian I. "Improving the Effectiveness of Corporate Planning." Business Horizons, Vol. 21, 1978, pp. 49-60.

England, George W. "Managers and Their Value Systems: A Five-Country Comparative Study." Columbia Journal of World Business, Vol. 13, No. 2, 1978, pp. 35-44.

England, George W. "Organizational Goals and Expected Behaviour of American Managers." Academy of Management Journal, Vol. 10, No. 2, 1967, pp. 107-117.

England, George, W. "Japanese and American Management : Theory Z and Beyond." Journal of International Business Studies, Vol. 14, No. 2, Fall, 1983, pp. 131-142.

Evans, W.A.; Hau, K.C. and Sculli, D. "A Cross-Cultural Comparison of Managerial Styles." Journal of Management Development (UK), Vol. 8, No. 3, 1989, pp. 5-13.

Evered, Roger. "So What is Strategy?" Long Range Planning, Vol. 16, No. 3, 1983, pp. 57-72.

Everett, J.E.; Stening, B.W. "Japanese and British Managerial Colleagues - How They View Each Other." Journal of Management Studies, Vol. 20, No. 4, 1983, pp. 467-475.

Everett, James E.; Steining, Bruce W. and Longton, Peter A. "Some Evidence for an International Managerial Culture." Journal of Management Studies, Vol. 19, No. 2, 1982, pp. 153-162.

Fallows, James. "How to Conquer Japan." Business Month, Vol. 135, March, 1990, pp. 54-57.

Fisher, Anne B. "Is Long Range Planning Worth It?" Fortune Magazine, Vol. 121, No. 9, 1990, pp. 137-140.

Flemming, John E. "Linking Public Affairs with Corporate Planning." California Management Review, Winter, 1980, pp. 35-43.

Fredrickson, James W. "Strategic Progress Research: Questions and Recommendations." Academy of Management Review, Vol. 8, No. 4, 1983, pp. 565-575.

Friedman, Jack J. "Long-Range Planning and Cloudy Horizons." Dun's Review, Vol. 81, January, 1963, pp. 42-43, 66.

Francis, Arthur. "Families, Firms and Finance Capital: The Development of UK Industrial Firms with Particular Reference to their Ownership and Control." Sociology, Vol. 14, 1980, pp. 3-27.

Francis, Arthur. "Company Objectives, Managerial Motivations and the Behaviour of Large Firms: An Empirical Test of the Theory of 'Managerial' Capitalism." Cambridge Journal of Economics, Vol. 4, No. 4, 1980b, pp. 349-361.

Galbrath, Craig and Schendel, Dan. "An Empirical Analysis of Strategy Types." Strategic Management Journal, Vol. 4, No. 3, 1983, pp. 153-174.

Govindarajan, Vijay. "A Contingency Approach to Strategy Implementation at the Business-Unit Level: Integrating Administrative Mechanisms with Strategy." Academy of Management Review, Vol. 31, No. 4, 1988, pp. 828-853.

Gemmel, Art. "Fujitsu's Cross-Cultural Style." Management Review, Vol. 75, June, 1986, pp. 7-8.

Gemmel, Art. "Management in a Cross-Cultural Environment: The Best of Both Worlds." Management Solutions, Vol. 31, June, 1986, pp. 28-33.

Ghoshal, Sumantra. "Global Strategy: An Organizing Framework." Strategic Management Journal, Vol. 8, No. 5, 1987, pp. 425-440.

Gilad, Benjamin, "The Role of Organized Competitive Intelligence in Corporate Strategy." Columbia Journal Of World Business, Winter, 1989, pp. 29-35.

Gilbert, Daniel R. and Freeman, Edward R. "Strategic Management and Responsibility: A Game Theory Approach." The Strategic Management Research Center University of Minnesota, No. 22, January, 1985.

Gordon, Jack. "Games Managers Play." Training, July, 1985, pp. 30-47.

Gorvitz, Elisabeth Shey. "Adapting Japanese Management to American Organizations." Training and Development, Vol. 36, September, 1982, pp. 9-10.

Greenburg, Karen. "Japanese Subsidiaries Offer Job Security, Product Quality." Advanced Management Journal, Vol. 48, Summer, 1983, pp. 52-54.

Greenwald, John. "A Slump That Won't Go Away." Time International Magazine, October 14, No. 41, 1991, pp. 42-44.

Greiner, Larry E. and Bhambri, Arvind. "New CEO Intervention and Dynamics Of Deliberate Strategic Change." Strategic Management Journal, Vol. 10, 1989, pp. 67-86.

Gupta, Anil K. and Govindarajan, V. "Business Unit Strategy, Managerial Characteristics, and Business Unit Effectiveness at Strategy Implementation." Academy of Management Journal, Vol. 27, No. 1, 1984, pp. 25-41.

Gupta, Anil K. "Contingency Linkages Between Strategy and General Manager Characteristics: A Conceptual Examination." Academy of Management Review, Vol. 9, 1984.

Gupta, Anil K. and Govindarajan, V. "Build, Hold, Harvest: Converting Strategic Intentions into Reality." Journal of Business Strategy, Vol. 4, No. 3, 1984, pp. 34-47.

Guth, William D. and Tagiuri, Renato. "Personal Values and Corporate Strategy." Harvard Business Review, Vol. 43, No. 5, 1965, pp. 123-132.

Haar, J. "A Comparative Analysis of the Profitability Performance of the Largest U.S., European and Japanese Multinational Enterprises." Management International, Vol. 29, No. 3, 1989, pp. 5-18.

Hall, David J. and Saias, Maurice A. "Strategy Follows Structure!" Strategic Management Journal, Vol. 1, 1980, pp. 149-163.

Hall, William K. "Survival Strategies in a Hostile Environment." Harvard Business Review, September - October, 1980, pp. 75-85.

Hamada, Tomoko. "Cultural Dynamics, Gender, and Meaning of Task in a Japanese High Tech Firm in the United States." Studies In Third World Societies, Vol. 42, February, 1990, pp. 115-133.

Hambrick, Donald C. "The Top Management Team: Key to Strategic Success." California Management Review, Fall, 1987, pp. 88-108.

Hambrick, Donald C.; Mason, Phyllis A. "Upper Echelons: The Organization as a Reflection of its Top Managers." Academy Of Management Review, Vol. 9, No. 2, 1984, pp. 193-206.

Hambrick, Donald C. "Taxonomic Approaches to Studying Strategy: Some Conceptual and Methodological Issues." Journal of Management, Spring, 1984, pp. 27-41.

Hambrick, Donald C. "High Profits Strategies in Mature Capital Goods Industries: A Contingency Approach." Academy of Management Journal, Vol. 26, 1983, pp. 687-707.

Hambrick, Donald. "Some Tests of the Effectiveness and Functional Attributes of Miles and Snow's Strategic Types." Academy of Management Journal, Vol. 26, No. 1, 1983, pp. 5-26.

Hamel, Gary and Prahalad, C.K. "Strategy as Stretch and Leverage." Harvard Business Review, Vol. 71, No. 2, March - April, 1993, pp. 75-84.

Hammond, M. "The Managers of Four Countries (USA / Japan / France / Britain)." Manager Magazine (Fed. Rep. of Germany), October, 1980.

Hann, Peter. "Headhunters Give Japanese Managers A Bite of the Western Corporate Carrot." International Management, Vol. 40, December, 1985, pp. 35-36.

Harbron, John D. "Why the U.S. Executive Must Change His Ways." Business Quarterly, Vol. 46, Spring, 1981, pp. 10-12.

Harper, Stephen C. "Now that the Dust has Settled: Learning from Japanese Management." Business Horizons, Vol. 31, No. 4, 1988, pp. 43-51.

Harrigan, Kathryn Rudie. "Vertical Integration and Corporate Strategy." Academy of Management Journal, Vol. 28, 1985, pp. 397-425.

Harrison, Roger. "Understanding Your Organization's Character." Harvard Business Review, May - June, 1972, pp. 119-128.

Hasegawa, Yukio. "Modifying the American Management System in the U.S." Tokyo Business Today (Japan), Vol. 58, No. 10, 1990, pp. 52-55.

Hatten, Kenneth J.; Schendel, Dan E. and Cooper, Arnold C. "A Strategic Model of the U.S. Brewing Industry: 1952 - 1971." Academy of Management Journal, Vol. 21, No. 4, 1978, pp. 592-610.

Hatvany, Nina; Pucik, Vladimir. "An Integrated Management System: Lessons from the Japanese Experience." Academy Of Management Review, Vol. 6, No. 3, 1981, pp. 469-480.

Hayes, Robert H. and Abernathy, William J. "Managing our Way to Decline." Harvard Business Review, August, 1980, pp. 67-77.

Heenan, David A. "Why the U.S. Government Should Go to Bat for Business." The Journal of Business Strategy, March - April, 1990.

Henderson, Robert D. "Book Review." Journal of Purchasing And Materials Management, Vol. 24, Spring, 1988, pp. 35-36.

Herbert, Evan. "Japanese R&D in The United States." Research Technology Management, Vol. 32, November - December, 1989, pp. 11-20.

Herbig, Paul A.; Miller, Joseph C. "The Effect of Culture Upon Innovativeness : A Comparison of United States and Japan Sourcing Capabilities." Journal of International Consumer Marketing, Vol. 3, No. 3, 1991, pp. 7-53.

Herold, M. D. "Long-Range Planning and Organizational Performance: A Cross-Valuation Study." Academy of Management Journal, Vol. 15, 1972, pp. 91-104.

Hill, Charles W.L.; Hwang, Peter; Kim, Chan W. "An Eclectic Theory of the Choice of International Entry Mode." Strategic Management Journal, Vol. 11, No. 2, 1990, pp. 117-128.

Hillenbrand, B. "America in the Mind of Japan." Time International Magazine, Vol. 6, February 10, 1992, pp. 20-23.

Hobbs, John M. and Heany, Donald F. "Coupling Strategy to Operating Plans." Harvard Business Review, May - June, 1977, pp. 119-126.



Hof, Robert D. and Treece, James B. "The Team-Up Has it all - Except Sales." Business Week, August 14, 1989, p. 79.

Hofer, Charles W. "Research On Strategic Planning: A Survey of Past Studies and Suggestions for Future Efforts." Journal Of Economics And Business, Vol. 28, No. 3, 1976, p. 261-286.

Holland, Max. "Book Review." Sloan Management Review, Vol. 30, Summer, 1989, pp. 84-86.

Holstein, W. "Japan , U.S.A." Business Week, July, 1986, pp. 53-55.

Hori, Shintaro. "Fixing Japan's White-Collar Economy: A Personal View." Harvard Business Review, Vol. 71, No. , 6, November - December, 1993, pp. 157-172.

Horiuchi, Akiyoshi. "The "Low Interest Rate Policy" and Economic Growth in Postwar Japan." The Developing Economies, Vol. 22, No. 4, 1984, pp. 349-371.

Horne, Mary C. "Breaking the Sushi Barrier." Business Monthly, Vol. 135, April, 1990, pp. 56, 57, 60-61.

Hornstein, Harvey A. "Courageous Management : America Versus Japan." Personnel Journal, Vol. 63, July, 1986, p. 22.

Horton, Thomas. "American Management Style: Far from Being Eclipsed." International Management (UK) (Europe Edition), Vol. 41, No. 8, 1986, pp. 38-39.

Hosmer, LaRue Tone. "The Importance of Strategic Leadership." Journal of Business Strategy, Vol. 3, 1982, pp. 47-57.

House, Robert J. and Mitchell, Terence R. "Path-Goal Theory of Leadership." Journal of Contemporary Business, Vol. 3, 1974, pp. 321-328.

House, Robert J. "A Path Goal Theory of Leader Effectiveness." Administrative Science Quarterly, Vol. 16, 1971, pp. 81-97.

Houser, M. "How the Japanese Manage in the US (panel discussion)." Fortune Magazine, Vol. 103, June 15, 1981, pp. 97-98.

Howard, Ann; Umeshima, Miyo; Shudo, Ketgaro. "Motivation and Values Among Japanese and American Managers." Personnel Psychology, Vol. 36, Winter, 1983, pp. 883-898.

Hunt, Dr. Eugene H.; Gray, Dr. George R. "The Participative Approach - Time To Catch Up." Management World, Vol. 10, May, 1981, pp. 30-31.

Hunt, Raymond G.; Krzystofiak, Frank J.; Meindl, James R. and Yousry, Abdalla M. "Cognitive Style and Decision Making." Organizational Behaviour and Human Decision Process, Vol. 44, December, 1989, pp. 436-453.

Hurst, David K.; Rush, James C. and White, Roderick, E. "Top Management Teams and Organizational Renewal." Strategic Management Journal, Vol. 10, Summer, 1989, pp. 87-105.

Hurst, David K. "Why Strategic Management is Bankrupt." Organizational Dynamics, Autumn, 1986, pp. 5-27.

Ibrahim, A.B. and Kelly, J. "Leadership Style at the Policy Level." Journal of General Management, Vol. 11, No. 3, pp. 37-46.

Ibuka, M. "Japanese Management in the United States." Research Management, Vol. 25, January, 1982, pp. 3-4.

Ibuka, Masaru. "By Merging American Techniques with Japanese Cultural Philosophies Better management Can Develop." Administrative Management, Vol. 41, May, 1980, p. 86.

Ishida, Hideo. "Human Resource Management in Overseas Japanese Firms." Japanese Economic Studies, Fall, 1981, pp. 53-81.

Jemison, David B. "The Importance of an Integrative Approach to Strategic Management Research." Academy of Management Review, Vol. 6, No. 4, 1981, pp. 601-608.

Jensen, M. C. and Meckling, W. H. "Theory of the Firm: Managerial Behaviour, Agency Costs and Ownership Structure." Journal of Financial Economics, Vol. 2, 1976, pp. 305-360.

Johnson, Chalmers. "Japanese-Style Management in America." California Management Review, Vol. 30, Summer, 1988, pp. 34-45.

Johnson, Richard T. "Success and Failure of Japanese Subsidiaries in America." Columbia Journal of World Business, Vol. 12, No. 1, 1977, pp. 30-37.

Johnson, Thomas H. "Managing Costs Versus Managing Activities - Which Strategy Works?" Financial Executive, Vol. 6, No. 1, 1990, pp. 32-36.

Juran, Joseph M. "Made in U.S.A.: A Renaissance in Quality." Harvard Business Review, July - August, 1993, pp. 42-50.

Kantrow, Alan M. "The Strategy Technology Connection." Harvard Business Review, Vol. 58, No. 4, 1980, pp. 6-21.

Keisler, S. and Sproull, L. "Managerial Response to Changing Environments: Perspectives on Problem Sensing from Social Cognition." Administrative Science Quarterly, Vol. 27, No. 4, 1982, pp. 548-570.

Kerr, Jeffery. "Assigning Managers on the Basis of the Life Cycle." Journal of Business Strategy, Vol. 2, 1982, pp. 58-65.

Kester, Carl W. "Capital And Ownership Structure: A Comparison of United States and Japanese Manufacturing Corporations." Financial Management, Vol. 15, Spring, 1986, pp. 5-16.

Khan, Rauf R. "Japanese Management: A Critical Appraisal." Management Decision, Vol. 29, No. 6, 1991, pp. 17-23.

Khandwalla, P. N. "The Techno-Economic Ecology of Corporate Strategy." Journal of Management Studies, Vol. 1, 1976, pp. 62-75.

Kilmann, Ralph H. and Mitroff, Ian I. "Qualitative Versus Quantitative Analysis for Management Science: Different Forms for Different Psychological Types." Interfaces, Vol. 6, No. 2, February, 1976, pp. 17-27.

Kirp, David L. and Rice, Douglas S. "Fast Forward-Styles of California Management." Harvard Business Review, Vol. 66, January -February, 1988, pp. 74-83.

Koepp, Stephen and Mc Whirter, William. "'I'm Not Asking for Sympathy'" Time International Magazine, January 27, No. 4, 1992, pp. 50-51.

Kolchin, Michael G. "Borrowing Back from the Japanese." Advanced Management Journal, Vol. 52, No. 2, 1987, pp. 26-35.

Kondrasuk, Jack N. "Management by Objectives: Past, Present, and Future." Managerial Planning, Vol. 30, May - June, 1982, pp. 31-36.

Kono, Toyohiro. "Japanese Management Philosophy: Can it be Exported?" Long Range Planning, Vol. 15, June, 1982, pp. 90-102.

Kotter, John P. "What Leaders Really Do." The Journal of Business Strategy, March - April, 1990.

Krauss, Paul W. "Will Success Spoil Japanese Management?" Columbia Journal of World Business, Vol. 8, No. 4, Winter, 1973, pp. 26-30.

Kudo, Hideyuki; Tachikawa, Takeo and Suzuki, Norihiko. "How U.S. and Japanese CEO's Spend Their Time." Long Range Planning, Vol. 21, No. 6, 1988, pp. 79-82.

Kujawa, Duane. Technology Strategy and Industrial Relations: Case Studies of Japanese Multinationals in the United States." Journal of International Business Studies, Winter, 1983, pp. 9-22.

Lambert, P. "Selecting Japanese Management Practices for Import." Personnel Management, Vol. 14, January, 1982, pp. 38-41.

Laurie, Dennis. "Yankee Samurai and the Productivity of Japanese Firms in the United States." National Productivity Review, Vol. 9, No. 2, 1990, pp. 131-140.

Lecht, Charles P. "Management Styles: Japan vs. The U.S." Computerworld, Vol. 21, No. 43, 1987, pp. 21-22.

Lee, Sang M. and Ansari, A. "Comparative Analysis of Japanese Just-In-Time Purchasing and Traditional US Purchasing Systems." International Journal Of Operations And Production Management (UK), Vol. 5, No. 4, 1985, pp. 5-14.

Leontiades, Milton. "Choosing the Right Manager to fit the Strategy." Journal of Business Strategy, Vol. 3, No. 2, 1982, pp. 58-69.

Levinson, Harry. "Appraisal of What Performance?" Harvard Business Review, July - August, Vol. 4, 1976, pp. 30-46.

Levitt, Theodore. "A Heretical View of Management "Science"." Fortune, December 18, 1978, pp. 50-52.

Liebenstein, Harvey. "Allocative Efficiency vs. "X-Efficiency." American Economic Review, Vol. 56, No. 1, 1966, pp. 392-415.

Lim, H. "Japanese Management : A Skill Profile." Training and Development Journal, Vol. 35, October, 1981, pp. 18-21.

Lincoln, James R.; Hanada, Mitsuyo and Olson, Jon. "Cultural Orientations and Individual Reactions to Organizations: A Study of Employees of Japanese-Owned Firms." Administrative Science Quarterly, Vol. 26, March, 1981, pp. 93-115.

Lindsay, William M. and Rue, Leslie W. "Impact of the Organization Environment on the Long-Range Planning Process: A Contingency View." Academy of Management Journal, Vol. 23, No. 23, 1980, pp. 385-404.

Litschert, Robert J. and Bonham, T. W. "A Conceptual Model of Strategy Formulation." Academy of Management Review, April, 1978, pp. 211-219.

Little, John D. C. "Research Opportunities in the Decision and Management Sciences." Management Science, Vol. 32, No. 1, 1986, pp. 1-13.

Lorange, Peter and Vancil, Richard F. "How to Design a Strategic Planning System." Harvard Business Review, September - October, 1976, pp. 75-81.

Lucadd, William E. "Corporate Planning - A Current Status Report." Managerial Planning, November - December, 1974, pp. 27-34.

Macintosh, N. B.; Tsurumi, H.; Tsurumi, Y. "Econometrics for Strategic Planning." Journal of Business Policy, Vol. 3, No. 3, 1973.

Maher, Thomas E. "Condemning Japan While Imitating Her Management Techniques: No Solution for America's Problems." SAM Advanced Management Journal, Vol. 50, Winter, 1985, pp. 31-35.

Maidique, Modesto A. "Point of View: The New Management Thinkers." California Management Review, Vol. 26, No. 1, 1983, pp. 151-161.

Mansfield, Edwin. "The Speed and Cost of Industrial Innovation in Japan and United States: External vs. Internal Technology." Management Science, Vol. 34, No. 10, 1988, pp. 1157-1168.

Marett, Pamela C. "Japanese-Owned Firms in the United States: Do they Resist Unionism?" Labour Law Journal, Vol. 35, April, 1984, pp. 240-250.

Marsland, Stephen; Beer, Micheal. "The Evolution of Japanese Management: Lessons for U.S. Managers." Organizational Dynamics, Vol. 11, Winter, 1982, pp. 49-67.

Martin, B. L. "Perspectives." Harvard Business Review, Vol. 73, No. 5, 1995, p. 162.

Martin, Roger. "Changing the Mind of the Corporation." Harvard Business Review, Vol. 71, No. 6, November - December, 1993, pp. 81-89, 92-94.

Maskery, Mary Ann. "Informality Seeps into Japanese Management." Automotive News, January 22, 1990, pp. 3, 33.

McCall, M. W. Jr. and Lombardo, M. M. "Using Simulations for Leadership and Management Research: Through the Looking Glass." Management Science, May, 1982, pp. 533-549.

McCann, Dick and Margerison, Charles. "Managing High Performance Teams." Training and Development Journal, Vol. 43, November, 1989, pp. 52-60.

McClenahan, J.S. "Bringing Home Japan's Lessons." Industry Week, Vol. 208, February, 1981, pp. 69-73.

McGuire Jean B. "Management and Research Methodology." Journal of Management, Vol. 12, 1986, pp. 5-17.

McMillan, Charles. "Is Japanese Management Really so Different?" Business Quarterly, Vol. 45, Autumn, 1980, pp. 26-31.

MacMillan, Ian C. "Preemptive Strategies." The Journal of Business Strategy, Vol. 4, No. 2, 1983, pp. 16-26.

MacMillan, Ian C. "Corporate Strategy." Journal of Business Strategy, Vol. 1, No. 2, 1980, pp. 63-65.

McInnes, Morris J. "Corporate Management of Productivity - An Empirical Study." Strategic Management Journal, Vol. 5, October - December, 1984, pp. 351-365.

Michel, Allen and Shaked, Israel. "Japanese Leverage: Myth or Reality?" Financial Analysis Journal, July - August, 1985, pp. 61-67.

Miller, Danny; Kets De Vries, Manfred F. R.; Toulouse, Jean-Marie. "Top Executive Locus of Control and its Relationship to Strategy-Making, Structure, and Environment." Academy of Management Journal, Vol. 25, 1982, pp. 237-253.

Mintzberg, Henry. "The Fall and Rise of Strategic Planning." Harvard Business Review, Vol. 72, No. 1, January - February, 1994, pp. 107-114.

Mintzberg, Henry. "Crafting Strategy." Harvard Business Review, July - August, 1987, pp. 66-75.



Mintzberg, Henry. "The Strategy Concept 1: Five P's for Strategy." California Management Review, Vol. 30, Fall, 1987b, pp. 11-24.

Mintzberg, Henry. "The Strategy concept II: Another Look at Why Organizations Need Strategies." California Management Review, Fall, 1987, pp. 25-32.

Mintzberg, Henry and Waters, James A. "Of Strategies, Deliberate and Emergent." Strategic Management Journal, Vol. 6, 1985, pp. 257-272.

Mintzberg, Henry A.; Waters, James A. "Tracking Strategy in an Entrepreneurial Firm." Academy Of Management Journal, Vol. 25, 1982, pp. 456-499.

Mintzberg, H. "Patterns in Strategy Formulation" Management Science, Vol. 24, May, 1978, pp. 934-948.

Mintzberg, H. "Strategy Formation as a Historical Process." International Studies of Management and Organization, Vol. 7, No. 2, 1977, pp. 28-40.

Mintzberg, Henry. "Planning on the Left Side and Managing on the Right." Harvard Business Review, July - August, 1976, pp. 49-58.

Mintzberg, H. "Strategy-Making In Three Modes." California Management Review, Vol. 16, No. 3, 1973b, pp. 44-53.

Mintzberg, H. "Research on Strategy-Making." Proceedings of the 32nd Annual Meeting of the Academy of Management, Minneapolis, 1972, pp. 90-94.

Miles, Raymond E.; Snow, Charles, C.; Meyer, Alan D.; Coleman, Jr. Henry J. "Organizational Strategy, Structure, and Process." Academy of Management Review, July, 1978, pp. 546-562.

Miller, Danny. "The Role of Multivariate "Q-Techniques" in the Study of Organizations." Academy of Management Review, Vol. 21, 1978.

Mitnick, Barry M. "The Strategic Uses of Regulation - And Deregulation." Business Horizons, Vol. 24, 1981, pp. 71-83.

Mitroff, Ian I. "Talking Past One's Colleagues in Matters of Policy." Strategic Management Journal, Vol. 3, 1982, pp. 374-375.

Mitroff, Ian I. and Mason, Richard O. "The Metaphysics of Policy and Planning: A Reply to Cosier." Academy of Management Review, Vol. 6, No. 4, 1981, pp. 649-651.

Mitroff, Ian I. and Emshoff, James R. "On Strategic Assumption-Making: A Dialectical Approach to Policy and Planning." Academy of Management Review, Vol. 4, 1979, pp. 1-12.

Mitroff, Ian I.; Barabba, Vincent P.; Kilmann, Ralph H. "The Application of Behavioral and Philosophical Technologies to Strategic Planning: A Case Study of a Large Federal Agency." Management Science, Vol. 24, No. 1, 1977, pp. 45-58.

Miyajima, R. "Organisation Ideology of Japanese Managers." Management International, Vol. 26, No. 1, 1986, pp. 73-76.

Moad, Jeff. "Japanese Pledge Allegiance to U.S. Information System Strategies." Datamation, Vol. 34, No. 4, 1988, pp. 43-49.

Monsen, Jr. Joseph R. and Downs, Anthony. "A Theory of Large Managerial Firms." Journal of Political Economy, Vol. 73, 1965, pp. 221-236.

Morimiya, Yasushi. "The Japanese Approach to Risk Treatment." Risk Management, Vol. 28, November, 1981, pp. 46-49.

Morrow, Lance. "Japan in the Mind Of America." Time International Magazine, Vol. 6, February 10 1992, pp. 10-16.

Mortellaro, James S. "Business Across a Cultural Void." Business Marketing, Vol. 74, No. 2, 1989, pp. 62-66.

Mullen, Thomas P. and Stumpf, Stephen A. "The Effects of Management Styles on Strategic Management." Journal of Business Strategy, Vol. 7, No. 33, 1987, pp. 60-75.

Muspratt, Murray A. "Malaise in Business Management." Engineer Management International, Vol. 4, No. 1, 1986, pp. 37-50.

Myers, Stewart C. "Determinants of Corporate Borrowing." Journal of Financial Economics, Vol. 5, 1977, pp. 147-175.

Nakayama, Norihiko Dr. "The United states and Japan: Some Management Contrasts." Computers and People, Vol. 29, November - December, 1980, pp. 8-10, 22.

Nanus, B. "QUEST - Quick Environmental Scanning Technique." Business Tomorrow, June, 1980, pp. 1, 12.

Narayanan, V.K. and Fahey, Liam. "The Micro-Politics Of Strategy Formulation." Academy of Management Review, Vol. 7, No. 1, 1982, pp. 25-34.

Nathans, Leah. "A Matter of Control." Business Month, Vol. 132, September, 1988, pp. 46-47.

Newman, Richard G. and Rhee, Anthony K. "Self-Styled Barriers Inhibit Transferring Management Methods." Business Horizons, Vol. 32, No. 3, 1989, pp. 17-21.

Negandhi, Anant R.; Eshghi, Golpira S.; Yuen, Edith C. "The Management Practices of Japanese Subsidiaries Overseas." California Management Review, Vol. 27, Summer, 1985, pp. 93-105.

Neff, Robert. "Kay Nishi: A New Breed of Japanese Manager." International Management, Vol. 40, October, 1985, pp. 65-66.

Newman, W.H. "Shaping the Master Strategy of Your Firm." California Management Review, Vol. 9, 1967, pp. 77-88.

Niehouse, Oliver. "Developing a Leadership Strategy." Management Solutions, Vol. 32, August, 1987, pp. 21-26.

Niehouse, Oliver. "The Strategic Nature of Leadership." Management Solutions, Vol. 32, July, 1987, pp. 27-34.

Nonaka, Ikujiro. "The Knowledge-Creating Company." Harvard Business Review, Vol. , November - December, 1991, pp. 96-104.

Novotny, Richard. "Working for the Japanese." Personnel Administrator, Vol. 29, February, 1984, pp. 14-20.

Nutt, Paul C. "Strategic Decisions Made by Top Executives and Middle Managers with Data and Process Dominant Styles." Journal of Management Studies, Vol. 27, No. 2, 1990, pp. 174-194.

Nyman, Steve and Silberston, Aubrey. "The Ownership and Control of Industry." Oxford Economic Papers, Vol. 30, No. 1, 1978, pp. 74-101.

Ohmae, K. "The Long and Short of Japanese Planning." The Wall Street Journal, January 18, 1982, p. B5.

Okamoto, Yasuo. "The Grand Strategy of Japanese Business." Japanese Economic Studies, Summer, 1982, pp. 3-54.

O'Reilly, Brian. "Japan's Uneasy U.S. Managers." Fortune, Vol. 117, April 25, 1988, pp. 103-114.

Ouchi, William G. "Organizational Paradigms: A Commentary on Japanese Management and Theory Z Organizations." Organizational Dynamics, Vol. 9, Spring, 1981, pp. 36-43.

Ozawa, Terutomo. "Japanese World of Work: An Interpretive Survey." MSU Business Topics, Spring, 1980, pp. 45-55.

Park, Jae C. "A Need for Managerial Changes in U.S. Corporations." Managerial Planning, Vol. 30, No. 6, 1982, pp. 26-30.

Parter, Alan S. "Going Local: How Global Companies Become Market Insiders." The Economist Intelligence Unit, Report No. I-113, 1993.

Pascale, Richard T. "Perspectives on Strategy: The Real Story Behind Honda's Success." California Management Review, Vol. xxvi, No. 3, Spring, 1984, pp. 47-72.

Pascale, Richard Tanner. "Communication and Decision Making Across Cultures: Japanese and American Comparisons." Administrative Science Quarterly, Vol. 23, 1978, pp. 91-110.

Pascale, Richard Tanner. "Personnel Practices and Employee Attitudes: A Study of Japanese and American Managed Firms in the United States." Human Relations, Vol. 31, No. 7, 1978, pp. 597-615.

Paulding, James T. "Going Beyond Tradition in Japan'." Risk Management, Vol. 36, October, 1989, pp. 18-22.

Peak, Martha H. "Developing an International Style of Management." Management Review, Vol. 80, No. 2, 1991, pp. 32-35.

Peterson, Richard B. and Sullivan, Jeremiah. "Applying Japanese Management in the United States." Journal of Contemporary Business, Vol. 11, No. 2, 1982, pp. 5-15.

Peterson, Richard B. and Shimada, Justin Y. "Sources of Management Problems in Japanese-American Joint Ventures." Academy of Management Review, Vol. 3, 1978, pp. 798-804.

Perry, Lee Tom. "Book Reviews." Strategic Management Journal, Vol. 3, October - December, 1982, pp. 381-383.

Powell, Bill; Rosenburg, Debra and Thomas, Rich. "Japan's Next Binge." Newsweek, November 11, 1991, pp. 40-41.

Powell, Bill. "Serving Mother Yen." Business Month, Vol. 135, April, 1990, p. 61.

Porter, Michael E. "Know Your Place." INC. Magazine, September, 1991, pp. 90-93.

Quinn, Brian James. "Strategic Change: "Logical Incrementalism"." Sloan Management Review, Vol. 19, No. 1, Fall, 1978, pp. 21-37.

Quinn, Brian, J. "Strategic Goals: Process and Politics." Sloan Management Review, Fall, 1977.

Ramsay, John. "The Myth of Cooperative Single Source." Journal of Purchasing and Material Management, Vol. 26, No. 1, Winter, 1990, pp. 2-5.

Ralston, Bill. "Group Participation Decision Making: The Management Style of the Future." Management Decision (UK), Vol. 23, No. 5, 1985, pp. 51-56.

Rappaport, Alfred. "Executive Incentives vs. Corporate Growth." Harvard Business Review, Vol. 56, No. 4, 1978, pp. 81-88.

Rapoport, Carala. "The Big Split." Fortune Magazine, Vol. 123, No. 9, 1991, pp. 38-48.

Rapoport, Carla. "How the Japanese are Changing." Fortune, Vol. 122, No. 8, 1990, pp. 11-20.

Rehder, Robert R. "Japanese Transplants: In Search of a Balanced And Broader Perspective." Columbia Journal of World Business, Vol. 24, No. 4, 1989, pp. 17-28.

Rehder, Robert R. "Japanese Transplants: A New Model for Detroit." Business Horizons, Vol. 31, No. 1, 1988, pp. 52-61.

Rehder, Robert and Ralston, Faith. "Total Quality Management : A Revolutionary Management Philosophy." SAM Advanced Management Journal, Vol. 49, Summer, 1984, pp. 24-33.

Rehder, Robert and Ralston, Faith. "Total Quality Management: A Revolutionary Management Philosophy." S.A.M. Advanced Management Journal, Vol. 49, No. 3, Summer, 1984, pp. 24-33.

Rehder, Robert R. "What American and Japanese Managers are Learning from Each Other." Business Horizons, Vol. 24, March - April, 1981, pp. 63-70.

Reich, Robert and Mankin, Eric. "Joint Ventures with Japan Give Away Our Future." Harvard Business Review, March - April, 1986, pp. 79-86.

Reichel, A.; Flynn, D.M. "Values in Transition: An Empirical Study of Japanese Managers In The U.S. " Management International, Vol. 23, No. 4, 1983, pp. 63-72.

Rice, Faye. "More Yanks Work for Foreigners." Fortune, Vol. 118, August 1, 1988, pp. 145-150.

Rodrigues, Carl A. "Identifying the Right Leader for the Right Situation." Personnel, Vol. 65, September, 1988, pp. 43-46.

Rosenberg, Nathan and Steinmueller, Edward W. "Why are Americans Such Poor Imitators?" American Economic Review Papers and Proceedings, May, 1988, pp. 229-234.

Rowe, Alan J. and Boulgarides, James D. "Decision Styles - A Perspective." Organizational Development Journal, Vol. 4.4, 1983, pp.3-9.

Reichel, A.; Flynn, D.M. "Values In Transition: An Empirical Study of Japanese Managers In The U.S." Management International, Vol. 23, No. 4, 1983, pp. 63-72.

Reitsperger, Wolf, D.; Daniel, Shirley J. "Dynamic Manufacturing: A Comparison of Attitudes in the U.S.A. and Japan." Management International Review, Vol. 30, No. 3, 1990, pp. 203-216.

Ross, Steven. "What is Japan, and What is not Japan?." Business and Society Review, Vol. 37, Spring, 1980, pp. 31-36.

Ruch, William V. "Book Review." The Accounting Review, Vol. 16, July, 1986, pp. 571-572.

Rudolph, Barbara. "Stakes Are High." Time International Magazine, January 27, No. 4, 1992, p. 47.

Rudolph, Barbara. "Ducking the Cross Fire." Time International Magazine, Vol. 6, February 10, 1992, p. 17.

Saeed, Samiee. "Productivity Planning and Strategy in Retailing ." California Management Review, Vol. 32, No. 2, 1990, pp. 54-76.

Sakach, Joseph M. "Can We Compete?" Business Marketing, Vol. 72, No. 9, 1987, pp. 82-96.

Salanick, Gerald R. and Meindl, James R. "Corporate Attributions as Strategic Illusions Of Management Control." Administrative Science Quarterly, Vol. 29, 1984, pp. 238-254.



Salmans, Sandra. "How Mazda Was Rotated." Management Today February, 1980, pp. 62-65.

Samuelson, Robert. "Megamergers - Now and Forever." Newsweek, September, 26, 1994.

Sargent, Alice G, and Stupak, Ronald J. "Managing in the '90s: The Androgynous Manager." Training and Development Journal, Vol. 43, December, 1989, pp. 29-32.

Sturdivant, Ferdrick D.; Ginter, James L. and Sawyer, Alan G. "Manager's Conservatism and Corporate Performance." Strategic Management Journal, Vol. 6, 1985, pp. 17-38.

Schein, Edgar H. "Does Japanese Management Style Have a Message for American Managers?" Sloan Management Review, Vol. 23, No. 1, 1981, pp. 55-68.

Schonberger, Richard J. "The Transfer of Japanese Manufacturing Management Approaches to U.S. Industry." Academy of Management Review, Vol. 7, No. 3, 1982, pp. 479-487.

Schreyer, William A. "Is the Deficit a Friendly Giant After All?" Harvard Business Review, July - August, 1993, pp. 140-148.

Schwartz, Howard; Davis, Stanley. "Matching Corporate Culture and Business Strategy." Organizational Dynamics, Summer, 1981, pp. 30-48.

Schwenk, Charles R. "Why Sacrifice Rigour for Relevance? A Proposal for Combining Laboratory and Field Research in Strategic Management." Strategic Management Journal, Vol. 3, No. 1, 1982b, pp. 75-82.

Schwenk, Charles R. and Cosier, Richard A. "Effects of the Expert, Devil's Advocate, and Dialectical Inquiry Methods on Predication Performance." Organizational Behaviour and Human Performance, Vol. 26, 1980, pp. 409-424.

Seth, Anju and Zinkhan, George. "Research Notes and Communications Strategy and the Research Process: a Comment." Strategic Management Journal, Vol. 12, No. 1, 1991, pp. 75-82.

Sethi, Prakash S.; Namiki, Nobuaki; Swanson, Carl L. "The Decline of the Japanese System of Management." California Management Review, Summer, Vol. xxvi, No. 4, 1984, pp. 35-45.

Shaeffer, Ruth. "Developing New Leadership in a Multinational Environment." A Research Report from the Conference Board, Report number 874 New York, 1985.

Shanklin, William L. "Six Timeless Marketing Blunders." The Journal of Business and Industrial Marketing, Vol. 2, No. 2, 1987, pp. 17-25.

Sheldon, Ronald and Kliener, Brian. "What Japanese Management Techniques Can (or Should) Be Applied by a American Managers?" Industrial Management, Vol. 32, No. 3, 1990, pp. 17-19.

Shirley, Robert C. "Limiting the Scope of Strategy: A Decision Based Approach." Academy of Management Review, Vol. 7, 1982, pp. 262-268.

Shrivastava, Paul; Nachman, Sidney A. "Strategic Leadership Patterns." Strategic Management Journal, Vol. 10, Summer, 1989, pp.51-66.

Shrivastava, Paul and Lim, Gail E. "A Profile of doctoral dissertations in Strategic Management: a Note." Journal of Management Studies (UK), Vol. 26, Issue 5, September, 1989, pp. 531-540.

Shrivastava, Paul. "Rigor and Practical Usefulness of Research in Strategic Management." Strategic Management Journal, Vol. 8, Issue 1, 1987, pp. 77-92.

Shrivastava, Paul; Grant, John H. "Empirically Derived Models of Strategic Decision- making Process." Strategic Management Journal, Vol. 6, 1985, pp. 97-114.

Silverzweig, Stan and Allen, Robert F. "Changing the Corporate Culture." Sloan Management Review, Spring, 1976, pp. 33-49.

Simon, James H. "U.S.-Japanese Management Enters a New Generation." Management Review, Vol. 80, February, 1991, pp. 42-45.

Simon, Herbert A. "On the Concept of Organizational Goal." Administrative Science Quarterly, June, 1964, pp. 1-22.

Slater, Stanley F. "The Influence of Managerial Style on Business Unit Performance." Journal of Management, Vol. 15, September, 1989, pp. 441-455.

Smith, Lee. "Fear and Loathing of Japan." Fortune Magazine, Vol. 121, No. 5, 1990, pp. 50-60.

Smith, Martin R. "Made In America Japan's Success Began Here." Management World, Vol. 14, December, 1985, p. 1.

Snow, Charles C. and Herbiniaak, Lawrence G. "Strategy, Distinctive Competence, and Organizational Performance." Science Quarterly, June, 1980, pp. 317-336.

Snow, Charles C. and Hambrick, Donald C. "Measuring Organizational Strategies: Some Theoretical and Methodological Problems." Academy of Management Review, Vol. 5, No. 4, 1980, pp. 527-538.

Soat, John. "Mastering the Art of Strategic Planning Through Simulation." Office Administration and Automation, November, 1984, pp. 28-93.

Spoelstra, H. I. J. "Theory Z: Areas of Application of Japanese Management Principals." People and Profits December, 1981, pp. 12-19.

Stalk Jr., George and Webber, M. "Japan's Dark Side of Time." Harvard Business Review, July-August, 1993, pp. 93-102.

Stalk, George Jr. "Time-The Next Source of Competitive Advantage." Harvard Business Review, Vol. 66, No. 4, 1988, pp. 41-51.

Steiner, R. "Trouble in Tokyo." The Wall Street Journal, October 26, 1994, pp. A1 Column 1, A12 Column 1.

Stevenson, Howard H. "Defining Corporate Strengths and Weakness." Sloan Management Review, Vol. 17, 1966, pp. 51-68.

Stonehill, Arthur; Stitzel, Thomas. "Financial Structure and Multinational Corporations." California Management Review, Vol. xii, No. 1, Fall, 1969, pp. 91-96.

Stratton, Donald A. "Kaizen and Variability." Quality Process, Vol. 23, No. 4, 1990, pp. 44-45.

Sugiyama, Hideo. "How Honda Localizes its Global Strategy." Sloan Management Review, Vol. 32, No. 1, 1990, pp. 77-82.

Sullivan, Jeremiah J. and Nonaka, Ikujiro. "The Application of Organizational Learning Theory to Japanese and American Management." Journal of International Business Studies, Vol. 17, Fall, 1986, pp. 127-147.

Sullivan, Jeremiah; Peterson, Richard B.; Kameda, Naoki; Shimada, Justin. "The Relationship Between Conflict Resolution Approaches and Trust - A Cross Cultural Study." Academy of Management Journal, Vol. 24, No. 4, 1981, pp. 803-815.

Sussman, Lyle and Herden, Richard. "Dialectical Problem Solving." Business Horizons, January - February, 1982, pp. 66-71.

Suzuki, Norihiko. "The World of the Japanese Chief Executive." Management Decision, Vol. 28, No. 6, 1990, pp. 44-47.

Suzuki, Norihiko. "Spin-Out Employees in Japanese Business Society: their Problems and Prospects." Columbia Journal of World Business, Vol. 16, Summer, 1981, pp. 23-30.

Sziligyi, D. A. and Schweiger, M. D. "Matching Managers to Strategies: A Review and Suggested Framework." Academy of Management Review, Vol. 9, No. 4, 1984, pp. 626-637.

Takamiya, M. "Japanese Multinationals in Europe : Internal Operations and their Public Policy Implications." The Columbia Journal of World Business, Summer, 1981, pp. 5-17.

Teasdale, Anthony. "The Paradoxes of Japanese Success." Personnel Management, Vol. 13, November, 1981, pp. 28-33.

Thackeray, John. "In the Shadow of the Orient." Management Today, Vol. 7, February, 1990, p. 20.

Thorne, Paul. "Another Critique of Pure Reason." International Management (Europe Edition), Vol. 45, April, 1990, p. 68.

Thornton, Emily. "Japan's Struggle to Restructure." Fortune Magazine, Vol. 127, No. 13, June, 1993, pp. 84-88.

Thune, Stanley S. and House, Robert J. "Where Long-Range Planning Pays Off." Horizons, Vol. 13, No. 4, 1970, pp. 81-87.

Thurley, K. "The Japanese Model: Practical Reservations and Surprising Opportunities." Personnel Management, Vol. 14, No. 2, 1982, pp. 36-39.

Tichy, Noel M.; Fombrun, Charles J.; Devanna, Mary Anne "Strategic Human Resource Management." Sloan Management Review, Winter, 1982, pp. 47-60.

Tilles, Seymour. "How to Evaluate Corporate Strategy." Harvard Business Review, Vol. 41, 1963, pp. 111-121.

Tokuyama, Jiro. "Strengths - and Weaknesses - of Japanese Management." New Management, Vol. 5, No. 2, 1987, pp. 27-31.

Tosi, H.L.; Rizzo, J.R. and Carroll, S.J. "Setting Goals in Management By Objectives." California Management Review, Summer, 1970, pp. 70-78.

Totoki, Akira. "Management Styles for Tomorrow's Needs." Journal of Business Logistics, Vol. 11, No. 2, 1990, pp. 1-4.

Tsurumi, Y. "The Best of Times and the Worst of Times : Japanese Management in America." The Columbia Journal of World Business, Summer, 1978, pp. 56-61.

Tulenko, Paul. "Doing Business In Japan." Management Decision, Vol. 25, No. 6, 1987, pp. 5-9.

Turner, R and Landro L. "Will Sheinberg Ever Get a Solo at the Top of MCA?" The Wall Street Journal, Tuesday October 25, 1994, pp. B1, B5 Column 4.

Tylecote, Andrew. "Time Horizons of Management Decisions: Causes and Effects." Journal of Economic Studies (UK), Vol. 14, No. 4, 1987, pp. 51-64.

Vancil, Richard F. "Better Management of Corporate Development." Harvard Business Review, September- October, 1972, pp. 53-62.

Vancil, Richard F. "The Accuracy of Long-Range Planning." Long Range Planning, September - October, 1970, pp. 98-102.

Venkatraman, N. and Grant, John H. "Construct Measurement in Organizational Strategy Research: A Critique and Proposal." Academy of Management Review, Vol. 11, No. 1, 1986, pp. 71-87.

Versagi, Frank J. "What American Labour/Management Can Learn from Japanese Unions." Management Review, Vol. 71, No. 6, June, 1982, pp. 24-28.

Vesper, Volker D. "Strategic Mapping - a Tool for Corporate Planners." Long-Range Planning, Vol. 12, December, 1979, pp. 75-92.

Weihrich, Heinz. "Management Practices In The United States, Japan, and the People's Republic of China." Industrial Management, Vol. 32, No. 2, 1990, pp. 3-7.

Wiener, Nan; Mahoney, Thomas A. "A Model Of Corporate Performance as a Function of Environmental, Organizational, and Leadership Influences." Academy of Management Journal, Vol. 24, No. 3, 1981, pp. 453-470.

Wells, Ken. "U.S. Investment in South Africa Quickens." The Wall Street Journal, October 6, 1994, p. A14.

Westley, F. and Mintzberg, H. "Visionary Leadership and Strategic Management." Strategic Management Journal, Vol. 10, Summer, 1989, pp. 17-32.

Wheelwright, Steven C. "Manufacturing Strategy: Defining the Missing Link." Strategic Management Journal, Vol. 5, 1984, pp. 77-87.

Wheelwright, Steven C. "Japan - Where Operations Really are Strategic." Harvard Business Review, Vol. 59, July - August, 1981, pp. 67-74.

Wheelwright, Steven C.; Banks, Robert L. "Involving Operating Managers in Planning Process Evolution." Sloan Management Review, Summer, 1979, pp. 43-59.

Wheelwright, Steven C. "Reflecting Corporate Strategy in Manufacturing Decisions." Business Horizons, February, 1978, pp. 57-66.

Whitehill, Arthur M. "American Executives Through Foreign Eyes." Business Horizons, Vol. 32, May - June, 1989, pp. 42-48.

White, Janet. "Japanese Owners - American Managers." Journal of Property Management, Vol. 55, No. 1, 1990, pp. 32-35.

Wiberg, Lars-Erik. "Should you Change your Leadership Style." Management Solutions, Vol. 33, No. 1, 1988, pp. 5-12.

Wilson, Marilyn. "How the Japanese Run U.S. Subsidiaries." Dun's Business Month, Vol. 122, October, 1983, pp. 32-35.

Wissema, J. G.; Van Der Pol, H. W.; Messer, H.M. "Strategic Management Archetypes." Strategic Management Journal, Vol. 1, 1980, pp. 37-47.

Wrapp, Edward H. "Good Managers Don't Make Policy Decisions." Harvard Business Review, Vol. 45, May - June, 1967, pp. 91-99.

Whyte, Ian. "Factors Influencing the Choice of Leadership Style." Banking World (UK), Vol. 6, No. 8, 1988, pp. 57-58.

Woo, Carolyn Y. Y. and Cooper, Arnald C. "Strategies of Effective Low Share Businesses." Strategic Management Journal, Vol. 2, 1981, pp. 301-318.



Yamada, Kiyotaka. "Creativity In Japan." Leadership And Organisational Development Journal, Vol. 12, No. 6, 1991, pp. 11-14.

Yamaguchii, Ikushi. "A Mechanism of Motivational Process in a Chinese, Japanese and U.S. Multinational Corporation: Presentation of "A Contingent Motivational Model" Management Japan, Vol. 24, No. 2, 1991, pp. 27-32.

Yamada, Mitsumiko. "Japanese-Style Management in America : Merits and Difficulties." Japanese Economic Studies, Vol. 10, No. 1, Fall, 1981, pp. 1-30.

Yong, Charles Y. "Management Styles: American vis-avis Japanese." Columbia Journal Of World Business, Fall, 1977, pp. 23-31.

Yanker, Marge Dr. "Flexible Leadership Styles: One Supervisor's Story." Supervisory Management, Vol. 31, No. 1, 1986, pp. 2-6.

Yee, Donald K. "Pass or Fail? How to Grade Strategic Progress." The Journal of Business Strategy, Vol. 11, No. 3, May - June, 1990, pp. 10-14.

Yoshida, Kosaku. "Deming Management Philosophy: Does it Work in The US As Well as in Japan." Columbia Journal of World Business, Vol. 24, No. 3, 1989, pp. 10-17.

Yotaro Kobayashi of Fuji Xerox. "Managing a Cross-Border Joint Venture." Institutional Investor, Vol. xxv, No. 10, September, 1991, pp. 29-31.

Zippo, Mary. "Working for the Japanese: Views of American Employees." Personnel, Vol. 59, March - April, 1982, pp. 56-58.

Unauthored. "Strategists Confront Planning Challenges an Interview with Bell & Howell's A. Marquardt." The Journal of Business Strategy, Vol. 11, No. 3, May - June, 1990.

Unauthored. "Japanese Learn to Get Along with Suspicious U.S. Unions." International Management (Europe Edition), Vol. 38, August 1983, pp. 3-4.

Unauthored. "U.S. Labour And Management: An Uneasy Marriage." Personnel Journal, Vol. 63, September, 1984, pp. 14-19.

Unauthored. "Wanted: A Manager to Fit Each Strategy." Business Week, February, 25, 1980, pp. 166-173.

Unauthored. "When Japanese Firms Go Abroad, What's Their Management Style?" Management Review, Vol. 73, December, 1984, pp. 29-30.

Unauthored. "Organizing the New Global Competitor." The Economist Intelligence Unit, Report No. I-114, 1993.

Unauthored. "Fortune Guide to the Global Service 500." Fortune Magazine, Vol. 128, No. 4, August 23, 1993, pp. 159-175.

Unauthored. "Characteristics of Organizational Environments and Perceived Environmental Uncertainty." Administrative Science Quarterly, Vol. 17, pp. 313-327.

Unauthored. "Culture Clash." Personnel, Vol. 65, April, 1988, pp. 6-8.

Unauthored. "Japanese Firms in U.S. Outperform Competitors." Research Management, Vol. 28, July - August, 1985, pp. 2-3.

Unauthored. "Japanese Report Advises Changes in Strategic and R&D Management." Management Review, Vol. 71, No. 6, 1982.

Unauthored. "U.S. Labour and Japanese Management : An Uneasy Marriage." Personnel Journal, Vol. 63, September, 1984.

## Appendix 1: Survey Questionnaire English

Pre-mailing letter.

Bryan J Tollman, Researcher  
2912 Quail Ave No  
Golden Valley MN 55422  
United States of America  
Phone and fax : (USA) (612) 529-5523

Date

Strategic Planner  
Corporation  
Address  
City State Zip  
Country

Dear Strategic Planner

I am doing research on the Corporate Strategic Management of corporations operating in America and Japan as part of my Doctoral thesis.

As a Strategic Planner for a major corporation, your participation in this project is very important. I know how valuable your time is; thus I have made my questionnaire as short and user-friendly as possible.

In a few days you will receive a brief questionnaire. Please would you be so kind as to complete and return the survey at your earliest convenience.

A summary of the results and discussion will be mailed to you within six months. Any and all data is anonymous and confidential; my only interest is scientific research.

This research is dependent upon the goodwill of people such as yourself and I appreciate your cooperation. Thank you.

Sincerely yours

Bryan Jonathan Tollman  
(BA MBA)  
Researcher

Questionnaire mailing cover letter.

Bryan J Tollman, Researcher  
2912 Quail Ave No  
Golden Valley MN 55422  
United States of America  
Phone and fax : (USA) (612) 529-5523

Date

Strategic Planner  
Corporation  
Address  
City State Zip  
Country

Dear Strategic Planner

My pre-survey letter dated ?? ??? 1993 refers.

I fully realize how important your time is; would you be so kind as to complete the brief survey which is attached. Thank you for your participation.

This questionnaire is part of a scientific study of Corporate Strategic Management. The response you provide is anonymous and confidential. The sole objective of the study is scientific investigation.

Please mail your completed responses in the enclosed self-addressed envelope. A summary of the results and discussion will be mailed to you within six months.

If you have any questions please call or fax me on the phone number provided.

Thank you for your time today

Bryan Jonathan Tollman  
(BA MBA)  
Researcher

## Questionnaire introduction.

The following is a brief introduction to the central concept of the research - Strategic Duration Perspective.

Strategic Duration Perspective (Strategic Duration Perspective) is defined by the researcher as the Conceptual Application and Appreciation of Strategic Management in relation to a particular Operating Environment. Strategic Duration Perspective relates to a TIME PERSPECTIVE attributed generally to a particular Strategic Management Model, which in turn is attributed to corporations and their staff operating in a particular economy, within the global economy.

The research question arose out of the debate in the business and strategic literature surrounding the different American and Japanese Strategic Management Models. The American Short-Term Strategic Duration Perspective as apposed to the Japanese Long-Term Strategic Duration Perspective.

The research question arose why American Corporations, their leaders and planners used the Short-Termism Strategic Duration Perspective.

The researcher hypothesised that American corporation's Strategic Duration Perspective is based upon a rational, logical interaction with the American Operating Environment. That, in fact American corporations have developed an innovative, highly reflective and evolutionary Application Strategic Duration Perspective based on their particular Operating Environment.

Further, that a new Short-Term Strategic Management Theory had emerged in America based upon the increasing pressures on time as a factor of business in all phases, aspects and expectations of commercial activity in the United States of America.

The most effective way of reviewing this debate was to compare three forms of Corporate Strategic Management namely; Japanese, American and the Strategic Management of Japanese Corporations operating in America. The experiment is to observe and measure the changes made by Japanese Corporations Strategic Management Model while operating in America. The changes or lack thereof made by these Japanese-American Corporations will provide insightful data on the American Short-Term Strategic Management Model.

The survey questions follow - thank you.

Survey questions.

**SECTION 1: OPERATING ENVIRONMENT INFORMATION.**

- A. How would you describe the Pace of change in the Corporation's Operating Environment?  
(Please circle one response)

1. erratic.
2. chaotic.
3. fast.
4. slow.

- B. What is the Source of change in the Corporation's Operating Environment?  
(Please circle one or more responses)

1. corporate performance goals.
2. financial market's demand for results.
3. equity market's demand for growth.
4. new product technology.
5. competition for market share.
6. consumer demand.
7. increased access to information.

- C. How effective a tool is Strategic Management for managing the interaction between the Corporation and the Operating Environment?  
(Please circle one response)

1. very effective.
2. somewhat effective.
3. not very effective.
4. not at all effective.

- D. How has the evolution in Operating Environment over the past 5 years affected your Strategic Duration Perspective (SDP)?  
(Please mark the appropriate box)

shortened SDP	no effect on SDP	lengthened SDP
------------------	---------------------	-------------------

**SECTION 2: STRATEGIC DURATION PERSPECTIVE INFORMATION.**

- A. Are your Strategic Plans becoming more or less relevant to the day-to-day corporate operations?  
(Please circle one response)
1. more relevant.
  2. less relevant.
- B. Is the pace of change in the Operating Environment making Strategic Planning redundant?  
(Please circle one response)
1. yes.
  2. no
- C. Which of the following would you suggest is THE most effective in terms of your Corporation's performance?  
(Please circle your response)
1. long range strategic plans.
  2. medium range strategic plans.
  3. short range strategic plans.
- D. How would you describe the Strategic Duration Perspective of your Corporation?  
(Please circle one response)
1. very short-term.
  2. somewhat short-term.
  3. somewhat long-term.
  4. very long-term.
- E. If the Operating Environment is evolving at an increasingly fast pace; Strategic Management must become more Real-Time if it is to remain a fundamental management tool.  
(Please mark the appropriate box)

strongly disagree	disagree	slightly disagree	slightly agree	agree	strongly agree
----------------------	----------	----------------------	-------------------	-------	-------------------



- F. The concept of Strategic Duration Perspective has multiple sources; how would you assign these sources amongst the choices listed below.

(Please answer as a percentage where 0% = not a source of Strategic Duration Perspective and 100% = the only source of Strategic Duration Perspective)

Basis of Strategic Duration Perspective	Percentage apportioned as basis of SDP
culturally based	
competition based	
equity market based	
debt market based	
consumer market based	
technology based	
CEO based	
TOTAL	100%

- G. Strategic decisions are taken in the present while the effect of these decisions unfold in the future; thus reducing the effectiveness of Strategic Management?

(Please mark the appropriate box)

strongly disagree	disagree	slightly disagree	slightly agree	agree	strongly agree
-------------------	----------	-------------------	----------------	-------	----------------

- H. How proficient is the Corporation at translating its Operating Environmental Perception into Corporate Performance?

(Please circle one response)

1. very proficient.
2. somewhat proficient.
3. not very proficient.
4. not at all proficient.

- I. There is an American Corporate Strategic Management Model with its own distinctive characteristics.  
(Please mark the appropriate box)

strongly disagree	disagree	slightly disagree	slightly agree	agree	strongly agree
-------------------	----------	-------------------	----------------	-------	----------------

- J. The principal of Competitive Advantage as it refers to various economies is an established economic principal. Would you agree or disagree that these same economic factors which make-up a particular competitive advantage are also responsible for the development of a particular Strategic Duration Perspective?  
(Please mark the appropriate box)

strongly disagree	disagree	slightly disagree	slightly agree	agree	strongly agree
-------------------	----------	-------------------	----------------	-------	----------------

- K. There is a Japanese Corporate Strategic Management Model with its own distinctive characteristics.  
(Please mark the appropriate box)

strongly disagree	disagree	slightly disagree	slightly agree	agree	strongly agree
-------------------	----------	-------------------	----------------	-------	----------------

- L. What is your definition of the following Strategic Duration Perspectives (SDP)?  
(Please answer as a number of years)

short term SDP	long term SDP
..... years	..... years

- M. There is a Japanese-American Corporate Strategic Management Model with its own distinctive characteristics.  
(Please mark the appropriate box)

strongly disagree	disagree	slightly disagree	slightly agree	agree	strongly agree
-------------------	----------	-------------------	----------------	-------	----------------

SECTION 3: JAPANESE CORPORATIONS OPERATING IN THE USA.

- A. As a Japanese Strategic Planner working in a Japanese-American corporation, in which direction have you changed from the traditional Long-Term Japanese Strategic Management as a result of planning for an American Operating Environment?

(Please circle one response)

1. shorter-term strategic management approach than Japanese.
2. slightly shorter-term strategic management approach than Japanese.
4. no change in Japanese strategic management approach.
5. longer-term strategic management approach than Japanese.

Please note there is no question 3 above.

- B. How supportive is your Japanese Management in Japan for you to make changes to the traditional Long-Term Japanese Strategic Management approach for the American Operating Environment?

(Please circle one response)

1. very supportive.
2. somewhat supportive.
3. not very supportive.
4. not at all supportive.

Please note there is no question C.

- D. As a Japanese Corporation operating in America how much have you altered your Japanese approach to Strategic Management?

(Please circle your response)

1. total change.
2. most has changed.
3. slightly changed.
4. very little change.
5. no changes.

- E. Would you agree or disagree that while operating in a foreign economy strategic planners SHOULD use the Local Strategic Duration Perspective to achieve corporate strategic goals and objectives?  
(Please mark the appropriate box)

strongly disagree	disagree	slightly disagree	slightly agree	agree	strongly agree
----------------------	----------	----------------------	-------------------	-------	-------------------

- F. As a Japanese Corporation operating in America have you been able to retain a long-term approach to Strategic Management?  
(Please circle your response)

1. yes.
2. no.

**SECTION 4: DEMOGRAPHICAL INFORMATION.**

- A. 1. age \_\_\_\_\_ years.
2. sex - male / female
3. corporate position \_\_\_\_\_.
4. years in this position \_\_\_\_\_ years.

THANK YOU FOR YOUR PARTICIPATION

PLEASE MAIL YOUR SURVEY IN THE  
SELF ADDRESSED ENVELOPE

Reminder letter one.

Bryan J Tollman, Researcher  
2912 Quail Ave No  
Golden Valley MN 55422  
United States of America  
Phone and fax : (USA) (612) 529-5523

Date

Strategic Planner  
Corporation  
Address  
City State Zip  
Country

Dear Strategic Planner

I am writing to you regarding my study of the Strategic Management Models of American and Japanese corporations.

The response has been good, unfortunately I have not yet received your completed questionnaire. As you know scientific research is dependent upon an adequate response rate - please would you be so kind as to complete the enclosed copy.

This questionnaire is part of a scientific study of Corporate Strategic Management. The response you provide is anonymous and confidential. The sole objective of the study is scientific investigation.

Your contribution is greatly appreciated. Thank you.

Sincerely yours

Bryan Jonathan Tollman  
(BA MBA)  
Researcher

Reminder letter two.

Bryan J Tollman, Researcher  
2912 Quail Ave No  
Golden Valley MN 55422  
United States of America

Date

Strategic Planner  
Corporation  
Address  
City State Zip  
Country

Dear Strategic planner

If you have already completed the survey and returned it to us, my sincere thanks. If not, please assist me by completing the brief survey so that I may conclude this lengthy research project. A summary of the results will be mailed to you within five months. The response you provide is anonymous and confidential.

I have included a copy of the questionnaire for your convenience. Please mail your completed responses in the enclosed self-addressed envelope.

Your contribution is greatly appreciated. Thank you.

Sincerely yours

Bryan Jonathan Tollman  
(BA MBA)  
Researcher

Reminder letter three.

Bryan J Tollman, Researcher  
2912 Quail Ave No  
Golden Valley MN 55422  
United States of America  
Phone and fax : (USA) (612) 529-5523

Date

Strategic Planner  
Corporation  
Address  
City State Zip  
Country

Dear Strategic Planner

A few weeks ago I wrote to you seeking your assistance in a study of Strategic Management. As of today I have not received your completed survey.

I understand the pressures of your position and schedule; but your participation is important and thus I request your assistance in completing the brief questionnaire and mailing it back at your earliest convince.

I am enclosing a copy questionnaire for your convince. Thank you.

Sincerely yours

Bryan Jonathan Tollman  
(BA MBA)  
Researcher

Survey received thank you letter.

Bryan J Tollman, Researcher  
2912 Quail Ave No  
Golden Valley MN 55422  
United States of America  
Phone and fax : (USA) (612) 529-5523

Date

Strategic Planner  
Corporation  
Address  
City State Zip  
Country

Dear Strategic Planner

Just a short note to thank you for completing and mailing your survey back to me.

I appreciate your effort and will be mailing you a summary of the results and discussion.

Sincerely yours

Bryan Jonathan Tollman  
(BA MBA)  
Researcher



Survey results discussion letter.

Bryan J Tollman, Researcher  
2912 Quail Ave No  
Golden Valley MN 55422  
United States of America  
Phone and fax : (USA) (612) 529-5523

Date

Strategic Planner  
Corporation  
Address  
City State Zip  
Country

Dear Strategic Planner

Thank you for participating in my Corporate Strategic Management research.

As promised I am enclosing a summary of the results; I trust these will make for interesting reading.

Sincerely yours

Bryan Jonathan Tollman  
(BA MBA)  
Researcher

## Appendix 2: Survey Questionnaire Japanese

### Pre-mailing letter.

ブライアン J. トールマン、研究者  
2912 クェイル・アヴェニュー・ノース  
ゴールデン・ヴァレー、ミネソタ州 55422  
アメリカ合衆国  
電話、及びファックス： (USA) (612) 529-5523

日付

戦略プラン担当者

会社名

住所

国名

拝啓

私は、私の学位論文の一部として、米国と日本において運営されている会社の会社戦略管理を調査しております。

大手会社の戦略プランナーとして貴殿にこのプロジェクトへ参与していただくことは、とても重要なことです。私は貴殿のお時間がとても貴重なものであることを知っております。したがって私のアンケートはできるかぎり短く、分かりやすいものにいたしました。

数日中に、簡単なアンケートがお手元に届きます。貴殿のご都合の良いときにご記入の上、早い時期に返送していただければ幸いに存じます。

六ヶ月以内に調査結果と論文の要約を、貴殿宛てに郵送させていただきます。私の唯一の関心事は科学的調査であり、全てのいかなるデータも匿名かつ秘密扱いとすることを厳守いたします。

この調査は貴殿のような方々の御好意に依存しているものであり、貴殿の御協力に深く感謝いたします。

敬具

ブライアン・ジョナサン・トールマン  
(BA MBA)  
研究者

Questionnaire mailing cover letter.

ブライアン J. トールマン、研究者  
2912 クェイル・アヴェニュー・ノース  
ゴールデン・ヴァレー、ミネソタ州 55422  
アメリカ合衆国  
電話、及びファックス： (USA) (612) 529-5523

日付

戦略プラン担当者  
会社名  
住所  
国名

拝啓

1993年 月 日付けの、調査前にお送りしました私の書簡をご覧ください。

私は貴殿のお時間がいかに大切なものであるのかを十分に認識しております。お忙しい中誠に恐縮ですが、同封されている簡単な調査に記入していただければ幸いに存じます。貴殿の御協力に感謝いたします。

このアンケートは会社戦略管理に関する科学研究の一部です。貴殿の御返答は匿名かつ秘密扱いとすることを厳守いたします。この研究の唯一の目的は科学的調査です。

御記入された用紙は、同封の、宛名書きが既に施されている封筒に入れて郵送してくださるようお願い致します。六ヶ月以内に調査結果と論文の要約を、貴殿宛てに郵送させていただきます。

疑問点などがございましたら、明記されている電話番号に私宛にお電話をくださるか、またはファクスを送ってくださるようお願い致します。

今日はお時間をさいいただき、どうもありがとうございました。

ブライアン・ジョナサン・トールマン  
(BA MBA)  
研究者

## Questionnaire introduction.

### 序文

下文は、当調査の核となる概念である「戦略期間展望」の簡単な概論です。

戦略期間展望（SDP）とは、特定の「運営環境」に関する「戦略管理の概念応用及び認識」、として当研究者によって定義されているものです。「戦略期間展望」は、世界経済の中の特定の経済環境のもとで運営を行なっている会社等、及びそれらの社員が所有していると見なされるような、一般的に特定の「戦略管理モデル」に帰するものである「時間的展望」に関係があります。

当調査問題は、米国と日本の異なった「戦略管理モデル」を取り巻いている、ビジネスと戦略に関する文献内の議論からでてきました。つまり「米国式短期戦略期間展望」と、それに対抗する「日本式長期戦略期間展望」です。

この調査問題は、なぜ米国の会社等、それらのリーダー達、及びプランナー達が「短期戦略期間展望」を用いたのかというところにあります。

当研究者は、米国の会社の「戦略期間展望」が、「米国的運営環境」との理性的かつ論理的な相互作用に基づいているとの仮説を設けました。事実米国の会社等は、それらが持つ特定の運営環境に基づいた革新的で高度に相互的な、そして発展的な「応用戦略期間展望」を開発しました。

さらに、アメリカ合衆国内の商業活動の全ての段階、局面、及び予測においてのビジネス要因としての、増大しつつある時間的切迫性に基づいた、新しい「短期戦略管理論」が米国において現われました。

この討論を考察するのに最も効果的な方法は三つの形式の「会社戦略管理」を比較することで、それらは即ち、「日本式戦略管理」、「米国式戦略管理」、及び「米国において運営している日本の会社の戦略管理」です。この試みは、米国において運営している間に「日本の会社の戦略管理モデル」によって為された変更事項に注目し、それらを評価することにあります。これらの日系の米国の会社によって行なわれた、あるいは行なわれなかった諸変更事項は、「米国式短期戦略管理モデル」に関しての洞察に満ちたデータを供給してくれることと思います。

次に調査質問事項が続きますので、宜しくお願い致します。

## Survey questions.

### 調査質問事項

#### 第1項： 運営環境に関するインフォメーション

- A. 貴殿は会社の運営環境においての変化の速度をどのように評しますか？  
（一つに丸を付けてください）
1. 不規則
  2. 無秩序
  3. 速い
  4. 遅い
- B. 会社の運営環境においての変化のものは何ですか？  
（一つ以上に丸を付けてください）
1. 会社の成就（パフォーマンス）目標。
  2. 金融市場の業績要求。
  3. エクイティ市場の成長要求。
  4. 新製品技術。
  5. 市場占有率競争。
  6. 消費者要求。
  7. 情報へのアクセス増加。
- C. 会社と運営環境との間の相互作用を管理するために、戦略管理はどれほど有効な手段でしょうか？  
（一つに丸を付けてください）
1. 非常に有効。
  2. ある程度有効。
  - 3.それほど有効ではない。
  4. 全く有効ではない。
- D. 過去5年間にわたる運営環境の進展は、貴殿の戦略期間展望（SDP）にどのような影響を与えましたか？  
（該当する四角に印を付けてください）

SDPの 短縮	SDPに 影響無し	SDPの 延長
------------	--------------	------------

第2項： 戦略期間展望に関するインフォメーション

- A. 貴殿の戦略プランは、日々の会社運営に多かれ少なかれ適切なものとなってきましたか？  
（一つに丸を付けてください）  
1. さらに適切なものとなってきた。  
2. さほど適切ではなくなってきた。
- B. 運営環境においての変化の速度は、戦略プランニングを重複したものにしてしまっていますか？  
（一つに丸を付けてください）  
1. はい。  
2. いいえ。
- C. 貴殿は、貴殿の会社の成就（パフォーマンス）という点から見ると、次のうちでどれが最も有効であると提案しますか？  
（一つに丸を付けてください）  
1. 長期戦略プラン。  
2. 中期戦略プラン。  
3. 短期戦略プラン。
- D. 貴殿は、貴殿の会社の戦略期間展望をどのように評しますか？  
（一つに丸を付けてください）  
1. 非常に短期。  
2. いくぶん短期。  
3. いくぶん長期。  
4. 非常に長期。
- E. もし運営環境が加速度的に速いペースで進展している場合、戦略管理は、もしそれが根本的な管理手段として残存するのであれば、さらにリアルタイム性を持ったものにならなければならない。  
（該当する四角に印を付けてください）

強く異議 を唱える	異議 を唱える	やや異議 を唱える	やや 同意する	同意する	強く 同意する
--------------	------------	--------------	------------	------	------------

- F. 戦略期間展望の概念は複数の源を持っています。貴殿は、下記のリストに選ばれている項目の中でどのようにそれらの源を割り当てますか？  
 （「0%＝戦略期間展望の源ではない」から「100%＝戦略期間展望の唯一の源である」までの間のパーセンテージでお答えください）

戦略期間展望の根拠	SDPの根拠として割り当てられたパーセンテージ
文化に基づく	
競争に基づく	
エクイティ市場に基づく	
負債市場に基づく	
消費者市場に基づく	
テクノロジーに基づく	
CEO（最高業務執行者）に基づく	
合計	100%

- G. 戦略決定は、それらの決定事項の影響が将来においてはっきりするとはいえ、現在において決断されるため、戦略管理の効果を減少させている？  
 （該当する四角に印を付けてください）

強く異議を唱える	異議を唱える	やや異議を唱える	やや同意する	同意する	強く同意する
----------	--------	----------	--------	------	--------

- H. 貴殿の会社は、その運営環境に関する見解を会社の成就（パフォーマンス）に転換させるのにどれだけ堪能でしょうか？  
 （一つに丸を付けてください）
1. 非常に堪能。
  2. ある程度堪能。
  - 3.それほど堪能ではない。
  4. 全く堪能ではない。

- I. それ自体の独特の特徴を持った、米国の会社の戦略管理モデルが存在している。  
(該当する四角に印を付けてください)

強く異議 を唱える	異議 を唱える	やや異議 を唱える	やや 同意する	同意する	強く 同意する
--------------	------------	--------------	------------	------	------------

- J. 様々な経済機構に関連している競争的アドバンテージの主成分は、確証されている経済的主成分です。貴殿は、特定の競争的アドバンテージを構成するこれらの同じ経済的要因がまた、特定の戦略期間展望の開発に対しても責任があるとのことに同意するでしょうか、それとも異議を唱えるでしょうか？  
(該当する四角に印を付けてください)

強く異議 を唱える	異議 を唱える	やや異議 を唱える	やや 同意する	同意する	強く 同意する
--------------	------------	--------------	------------	------	------------

- K. それ自体の独特の特徴を持った、日本の会社の戦略管理モデルが存在している。  
(該当する四角に印を付けてください)

強く異議 を唱える	異議 を唱える	やや異議 を唱える	やや 同意する	同意する	強く 同意する
--------------	------------	--------------	------------	------	------------

- L. 下記の戦略期間展望 (SDP) の貴殿の定義は？  
(年数でお答えください)

短期SDP	長期SDP
年間	年間

- M. それ自体の独特の特徴を持った、在米の日系会社の戦略管理モデルが存在している。  
(該当する四角に印を付けてください)

強く異議 を唱える	異議 を唱える	やや異議 を唱える	やや 同意する	同意する	強く 同意する
--------------	------------	--------------	------------	------	------------



第3項： 米国において運営している日本の会社

- A. 在米の日系会社で働いている日本人の戦略プランナーとして貴殿は、米国的運営環境のためのプランニングの結果として伝統的な長期的日本式戦略管理からどのような方向に変更しましたか？  
(一つに丸を付けてください)
1. 日本式よりも短期の戦略管理アプローチ。
  2. 日本式よりもやや短期の戦略管理アプローチ。
  3. 日本式戦略管理アプローチに変更なし。
  4. 日本式よりも長期の戦略管理アプローチ。
- B. 貴殿の在日の日本側経営幹部は、米国的運営環境のために伝統的な長期的日本式戦略管理アプローチに変更を行なうことに対して、どれだけ貴殿を支持してくれますか？  
(一つに丸を付けてください)
1. とても支持してくれる。
  2. ある程度支持してくれる。
  3. あまり支持してくれない。
  4. 全く支持してくれない。
- D. 米国において運営している日本の会社として貴殿は、戦略管理に対する貴殿の日本式アプローチをどれだけ変更しましたか？  
(一つに丸を付けてください)
1. 全体的な変更。
  2. ほとんどが変更された。
  3. やや変更された。
  4. ごく少ない変更。
  5. 変更なし。
- E. 貴殿は、外国の経済機構内で運営している間において戦略プランナーは、会社の戦略目標、及び目的を成し遂げるために現地の戦略期間展望を用いるべきだとのことに同意するでしょうか、それとも異議を唱えるでしょうか？  
(該当する四角に印を付けてください)

強く異議 を唱える	異議 を唱える	やや異議 を唱える	やや 同意する	同意する	強く 同意する
--------------	------------	--------------	------------	------	------------

F. 米国において運営している日本の会社として貴殿は、戦略管理に対する長期的アプローチを存続させることができましたか。

(一つに丸を付けてください)

1. はい。
2. いいえ。

第4項： 民勢統計的情報

A. 1. 年令：\_\_\_\_\_ 歳

2. 性別： 男 / 女

3. 会社での役職：\_\_\_\_\_

4. その役職での在職期間：\_\_\_\_\_ 年間

御協力ありがとうございました。  
調査用紙は、宛名書きが既に施されている封筒  
に入れて郵送してくださるようお願い致します。

Reminder letter one.

ブライアンJ.トールマン、研究者  
2912 クェイル・アヴェニュー・ノース  
ゴールデン・ヴァレー、ミネソタ州 55422  
アメリカ合衆国  
電話、及びファックス： (USA) (612) 529-5523

日付

戦略プラン担当者  
会社名  
住所  
国名

拝啓

私は、私の「米国の会社と日本の会社の戦略管理モデル研究」に関して貴殿にお手紙を書いております。

良好な返答をいただいておりますが、残念なことに貴殿の記入済みアンケート用紙はまだいただいております。貴殿もご存じのように、科学的調査は十分な返答率にかかっています。同封の用紙にご記入していただければ幸いに存じます。

このアンケートは会社戦略管理に関する科学研究の一部です。貴殿の御返答は匿名かつ秘密扱いとすることを厳守いたします。この研究の唯一の目的は科学的調査です。

貴殿のご協力大変感謝いたします。

敬具

ブライアン・ジョナサン・トールマン  
(BA MBA)  
研究者

Reminder letter two.

ブライアン J. トールマン、研究者  
2912 ケイル・アヴェニュー・ノース  
ゴールデン・ヴァレー、ミネソタ州 55422  
アメリカ合衆国  
電話、及びファックス： (USA) (612) 529-5523

日付

戦略プラン担当者  
会社名  
住所  
国名

拝啓

もし貴殿が既に記入済み調査用紙を私ども宛に返送していただいているのであれば、誠に感謝いたします。もしまだであれば、この長期に亘る調査プロジェクトを完了させるために簡単な調査に記入していただければ幸いに存じます。調査結果の要約は、五ヶ月以内に貴殿宛てに郵送させていただきます。貴殿の御返答は匿名かつ秘密扱いとすることを厳守いたします。

便宜を図りまして、調査アンケート用紙を同封させていただきました。御記入された用紙は、同封の、宛名書きが既に施されている封筒に入れて郵送して下さるようお願い致します。

貴殿の御協力に深く感謝いたします。

敬具

ブライアン・ジョナサン・トールマン  
(BA MBA)  
研究者

Reminder letter three.

ブライアン J. トールマン、研究者  
2912 クェイル・アヴェニュー・ノース  
ゴールデン・ヴァレー、ミネソタ州 55422  
アメリカ合衆国  
電話、及びファックス： (USA) (612) 529-5523

日付

戦略プラン担当者  
会社名  
住所  
国名

拝啓

数週間前に私は、戦略管理研究においての貴殿のご助力を仰ぐお手紙を差し上げました。今日現在、貴殿のご記入された調査アンケートをいただいております。

私は貴殿のお立場とスケジュールからくるプレッシャーを理解しております。しかしながら貴殿に参加していただくことは重要であり、そのため私は、簡単なアンケートにご記入され、早い時期に返送していただくよう貴殿のご助力をお願い致したいと思っております。

便宜を図りまして、調査アンケート用紙を同封させていただきました。ご協力ありがとうございます。

敬具

ブライアン・ジョナサン・トールマン  
(BA MBA)  
研究者

Survey results discussion letter.

ブライアン J. トールマン、研究者  
2912 クェイル・アヴェニュー・ノース  
ゴールデン・ヴァレー、ミネソタ州 55422  
アメリカ合衆国  
電話、及びファックス： (USA) (612) 529-5523

日付

戦略プラン担当者  
会社名  
住所  
国名

拝啓

調査用紙に記入し、私に郵送して下さったことへの感謝の意を簡単に述べさせていただきます。

貴殿のご尽力に感謝すると共に、調査結果と論文の要約を貴殿宛てに郵送させていただきます。どうもありがとうございました。

敬具

ブライアン・ジョナサン・トールマン  
(BA MBA)  
研究者

Survey received thank you letter.

ブライアン J. トールマン、研究者  
2912 ケイル・アヴェニュー・ノース  
ゴールデン・ヴァレー、ミネソタ州 55422  
アメリカ合衆国  
電話、及びファックス： (USA) (612) 529-5523

日付

戦略プラン担当者  
会社名  
住所  
国名

拝啓

私の「会社戦略管理研究」へ参与して下さったことに深く感謝いたします。  
お約束通り調査結果の要約を同封いたしましたのでお受け取りください。私はこれらが興味ある読み物となるものと思っております。  
どうもありがとうございました。

敬具

ブライアン・ジョナサン・トールマン  
(BA MBA)  
研究者

Appendix 3: Letter From USA Ambassador To Japan



AMBASSADOR OF  
THE UNITED STATES OF AMERICA  
TOKYO

February 7, 1994

Mr. Bryan Jonathan Tollman  
2912 Quail Avenue North  
Golden Valley Minnesota 55422  
Fax: 612-529-5523

Dear Mr. Tollman:

Thank you for your recent fax, informing me that you are writing a doctoral dissertation on Japanese and American management models.

I agree with you that this is a valuable field of study. We have learned much from the Japanese recently in manufacturing techniques, and I am proud to see that the Japanese are again looking to us for management ideas to help them overcome their present economic difficulties.

I hope you are successful in your research.

With best wishes,

A handwritten signature in black ink, appearing to read "Walter F. Mondale".

Walter F. Mondale



**Appendix 4: Support Of Thesis Subject Matter**

March 23, 1994

Mr. Bryan J. Tollman  
Researcher  
2912 Quail Avenue No  
Golden Valley, MN 55422

Dear Mr. Tollman:

Enclosed you will find the completed questionnaire you submitted to  
The

Mr. Chairman of the Board of Directors, referred your  
questionnaire to the Corporate Strategy Department. As I am sure you  
can appreciate, since The Corporation is a global  
company, our corporate strategy officers travel throughout the world  
and are often not in their offices for long periods of time.

This is an interesting and timely subject for your doctoral dissertation  
and we wish you success in your research.

Sincerely,

## Appendix 5: Respondent On Japanese-American Management

Apr. 1, 1994

Bryan J Tollman, Reseacher  
2912 Quail Ave No  
Golden Valley, MN 55422

Dear Mr. Tollman

Please find the attached response to your questionnaires which you have sent us several times that I was said so.

I have answered carefully on behalf of  
president and C.E.O.

its

One thing I want you to note is, unlike other Japanese corporations, has been affected by American Management Philosophy since its inauguration, i.e. 1964, or at least we might believe that our corporate culture would be somewhat different from those of other Japanese corporations. But, it is also true that we are Japanese who cannot become "Americans", because we born and grew up in Japan.

I apologize for this delay in responding this to you. I hope this could be useful for your valuable research.

With best regards,

Vice President and Treasurer

"The typical Japanese firm in the United States employs an approach to management distinctively different from the typical American firm. Rather than replicate the form developed in their native Japan, the firms modified their management to suit United States needs. Nonetheless, they retain a good deal of Japanese style and remain very different from most American firms."

William Ouchi, Theory Z: How American Business can Meet the Japanese Challenge, Addison-Wesley, 1981, p.12.

The respondent's letter and this quote refer to the overlap between Competitive Advantage and Strategic Duration Perspective.

## Appendix 6: Letter Affirming Translation Quality

住友信託銀行 (株)

1994年 4月21日(木) 9時28分 文書番号 1450057811 PAGE

**Co., Ltd.**

Japan

April 20, 1994

Mr. Bryan Jonathan Tollman  
2912 Quail Avenue North  
Golden Valley, Minnesota, 55422  
Fax: 612-529-5523

Dear Mr. Tollman:

We have received your letter regarding SDP written in very sophisticated Japanese. We would like to contribute to your doctoral dissertation.

However, before we reply to your inquiries, we would like more information about you and your research. We will be pleased if you kindly let us know the outline of your academic career, the doctoral course you belong to now, and the addressee-companies list you sent your survey to. Our facsimile number is

We are looking forward to your successful doctoral research.

Best regards,

(Special Assistant to President

**Appendix 7: Letter From Professor A J Strickland**

From: A.J. (Lonnie) Strickland To: Mr. Bryan Tollman

Date: 5/28/94 Time: 10:12:53

Page 1 of 1

**A.J. STRICKLAND**

**1 Old NorthRiver Point  
Tuscaloosa, AL 35406**

Office 205-348-8924

Home 205-752-2573

Fax 205-348-6695

Internet ASTRICKL@ALSTON.CBA.UA.EDU

May 28, 1994

**To: Respondents of the Mr. Bryan Tollman's Survey**

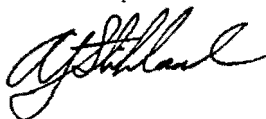
As Mr. Tollman's dissertation survey advisor, I wish to you to encourage you to take the few minutes to complete the enclosed survey.

As a Professor of Strategic Managment at The University of Alabama, your participating in this dissertation research project is very important to increasing the body of knowledge in the arena of Strategy Formulation and Implementation.

I am sure that if you wish, Mr. Tollman would bemoore than happy to discuss with you his findings when he completes his work.

If you have any questions of me, please do not hesitate to contact me at the letterhead address.

Sincerely,



A.J. Strickland

Professor of Strategic  
Management

**Appendix 8: Research Results Summary For Respondents**

Bryan J Tollman, Researcher  
2912 Quail Ave No  
Golden Valley MN 55422  
United States of America  
Phone and fax : (USA) (612) 529-5523

31 October 1994

Strategic Planner  
Corporation  
Address  
City State Zip  
Country

Dear Strategic Planner

Thank you for participating in my Corporate Strategic Management research.

As promised I am enclosing a summary of the results; I trust this summary will make for interesting reading. Thank you for your support.

Sincerely yours

Bryan Jonathan Tollman  
(BA MBA)  
Researcher

Dear RESPONDENT,

The research was successful as an exploration of the topic which sought to evaluate an optimum Strategic Duration Perspective for the American Operating Environment by comparing the American Strategic Management Model with that of the Japanese-American corporations.

The data reflected the following:

1. That indeed an independent and viable strategic management model exists in the United States of America based upon a short term performance based Strategic Duration Perspective.
2. That, to the extent that Japan is historically a good example of long term Strategic Duration Perspective, relative to the American Strategic Duration Perspective. Further, that the Japanese Strategic Duration Perspective appears to be shortening. Such shortening in Japanese Strategic Duration Perspective may be regarded as dramatic given the Japanese tradition and commitment to long term Strategic Duration Perspective and secondly, a re-enforcement of the American short term Strategic Duration Perspective especially since such occurred outside of the "blamed" American Operating Environment. Yet, Japan's Operating Environment may be argued to be heavily influenced by the American Strategic Duration Perspective model causing in part the Japanese Strategic Duration Perspective shift.
3. That, the Japanese-American units of competition have indeed adopted a more American Strategic Duration Perspective model which proves that the American Strategic Duration Perspective model is appropriate to the American Operating Environment, to the extent possible, and may therefor be argued to be an optimum. Further, Japan's shortening of her Strategic Duration Perspective is further proof of a broader possibly global trend.
4. That the research did identify a balance between long and short range strategic planning / management. The hypothesis was proven by the fact that one, Japan is shortening its Strategic Duration Perspective, Japanese-American respondents shortened their Strategic Duration Perspective in their adaptation to the American Operating Environment, American respondents reflected confidence in their Strategic Duration Perspective. Thus, it may be argued that the research identified an accelerating trend where corporations

are shortening their time horizons in response to the increased pressure within the Operating Environment primarily founded upon market share growth strategies.

Again thank you for your time, effort and interest in this fascinating topic.

## Appendix 9: List Of Surveyed Respondents

### Corporate American Respondents

Aetna Life & Casualty Co  
Ronald Compton, C.E.O.  
151 Farmington Avenue  
Hartford CT 06156-0001

Aetna Life Insurance & Annuity CO  
Gary Benanav, President  
151 Farmington Avenue  
Hartford CT 06156-0001

Albertson S Inc  
Gary Michael, C.E.O.  
250 Parkcenter Boulevard, P.O. Box 20  
Boise ID 83726-0020

Alco Standard Corporation  
Ray Mundt, C.E.O.  
P.O. Box 834  
Valley Forge PA 19482-0834

Allstate Life Insurance Co of New York  
Louis Lower, President  
P.O. Box 2898  
Huntington Station NY 11746-0709

American Electric Power Co Inc  
Richard Disbrow, C.E.O.  
1 Riverside Plaza  
Columbus OH 43215-2373

American Express Co  
Harvey Golub, President, C.E.O.  
American Express Tower, W/Financial Cntr.  
New York NY 10285-0001

American General Corporation  
Roy Haley, President, C.O.O.  
2929 Allen Parkway  
Houston TX 77019-2155

American International Group Inc  
Thomas Tizzio, President  
70 Pine Street  
New York NY 10270-0002



American Stores Co  
Victor Lund, President, C.E.O.  
709 East South Temple  
Salt Lake City UT 84102-1208

American Telegraph & Telegraph Co  
Robert Allen, C.E.O.  
32 Avenue of the Americas  
New York NY 10013-2412

Ameritech Corporation  
William Weiss, C.E.O.  
30 South Wacker Drive  
Chicago IL 60606-7402

AMR Corporation  
Robert Crandall, C.E.O.  
4333 Amon Carter Boulevard  
Fort Worth TX 76155-2605

Anchor Bancorp Inc  
James Large, C.E.O.  
420 Broadway  
Hewlett NY 11557

ARA Group Inc  
Joseph Neubauer, C.E.O.  
ARA Tower  
1101 Market Street  
Philadelphia PA 19107

Banc One Corp  
John McCoy, C.E.O.  
100 East Broad Street  
Columbus OH 43271-0001

Bankamerica Corp  
Richard Rosenberg, C.E.O.  
Bank of America Center  
San Francisco CA 94104

Bankers Trust New York Corp  
Charles Sanford, Chairman of the Board  
280 Park Avenue  
New York NY 10017-1216

Bell Atlantic Corporation  
Ramond Smith, C.E.O.  
1717 Arch Street  
Philadelphia PA 19103-2787

Bellsouth Corp  
John Clendenin, C.E.O.  
1155 Peachtree Street Northeast  
Atlanta GA 30367-6000

Bergen Brunswig Corp  
Robert Martini, C.E.O.  
4000 Metropolit Drive  
Orange CA 92668-3502

Burlington Northern Inc  
Gerald Grinstein, C.E.O.  
3800 Continental Plaza  
777 Main Street  
Fort Worth TX 76102-5384

Capital Cities ABC Inc  
Daniel Burke, C.E.O., C.O.O.  
77 West 66TH Street  
New York NY 10023-6298

Centerior Energy Corp  
Robert Farling, President, C.E.O.  
6200 Oak Tree Boulevard  
Independence OH 44131-2561

Chase Manhattan Corp  
Thomas Labrecque, C.E.O.  
1 Chase Manhattan Plaza  
New York NY 10081-0001

Chemical Banking Corp  
John McGillicuddy, C.E.O.  
270 Park Avenue  
New York NY 10017-2014

CIGNA Corp  
Wilson Taylor, C.E.O., President  
One Liberty Place  
Philadelphia PA 19192-1550

Citicorp  
John Reed, C.E.O.  
399 Park Avenue  
New York NY 10043-0001

Coast Savings Financial Inc  
Ray Martin, C.E.O.  
1000 Wilshire Boulevard  
Los Angeles CA 90017-2457

Commonwealth Edison Co  
Lames O'Connor, C.E.O.  
One First National Plaza 37th Floor  
P.O. Box 767  
Chicago IL 60690-0767

Consolidated Freightways Inc  
Donald Moffitt, President, C.E.O.  
3240 Hillview Avenue  
Palo Alto CA 94304-1201

Continental Airlines Holdings Inc  
Robert Ferguson, President, C.E.O.  
Suite 2010  
2929 Allen Parkway  
Houston TX 77019-2120

CSX Corp  
John Snow, President, C.E.O.  
901 East Cary Street  
Richmond VA 23219-4031

Dayton Hudson Corp  
Kenneth Macke, C.E.O.  
777 Nicollet Mall  
Minneapolis MN 55402-2055

Delta Air Lines Inc  
Ronald Allen, C.E.O.  
Hartsfield Atlanta International Airport  
Atlanta GA 30320

Dime Financial Corp Connecticut  
John Shortell, President, C.E.O.  
95 Barnes Road  
Wallingford CT 06492-1801

Dominion Resources Inc Virginia  
Thos Capps, President, C.E.O.  
P.O. Box 26532  
901 East Byrd Street  
Richmond VA 23261-6532

Dun & Bradstreet Corp  
Charles Moritz, C.E.O.  
299 Park Avenue  
New York NY 10171-0002

Enron Corp  
Kenneth Lay, C.E.O.  
1400 Smith Street  
Houston TX 77002-7369

Entergy Corp  
Edwin Lupberger, C.E.O.  
225 Baronne Street  
New Orleans LA 70112-1704

Federal Express Corp  
Frederick Smith, President, C.E.O.  
2005 Corporate Avenue  
Memphis TN 38132-1796

Firstfed Michigan Corp  
Gene Harling, President, C.E.O.  
1001 Woodward Avenue  
Detroit MI 48226-1904

Fleming Cos Inc  
Dean Werries, President, C.E.O.  
6301 Waterford Boulevard  
Box 26647  
Oklahoma City OK 73126

Fluor Corp  
Leslie McCraw, C.E.O.  
3333 Michelson Drive  
Irvine CA 92730-0002

FPL Group Inc  
James Broadhead, President, C.E.O.  
700 Universe Boulevard  
Juno Beach FL 33408-2657

Glenfed Inc  
Stephen Trafton, President, C.E.O.  
700 North Brand Boulevard  
Glendale CA 91203-1238

Golden West Financial Corp  
Marion Sandler, C.E.O.  
1901 Harrison Street  
Oakland CA 94612-3588

Great Western Financial Corp  
James Montgomery, C.E.O.  
9200 Oakdale Avenue  
Chatsworth CA 91311-6519

GTE Corp  
Charles Lee, C.E.O., President  
One Stamford Forum  
Stamford CT 06904

H F Ahmanson & Co  
Richard Deihl, C.E.O.  
4900 Rivergrade Road  
Irwindale CA 91706-1438

Halliburton Co  
Thomas Cruikshank, C.E.O.  
3600 Lincoln Plaza  
Dallas TX 75201

Hartford Life Insurance Co  
Donald Frahm, C.E.O.  
P.O. Box 2999  
Hartford CT 06104-2999

Home Depot Inc  
Bernard Marcus, C.E.O.  
2727 Paces Ferry Road  
Atlanta GA 30339-4053

Hospital Corp of America  
Jack Bovender Jr., C.E.O.  
One Park Plaza  
Nashville TN 37203

Household International Inc  
Donald Clark, C.E.O.  
2700 Sanders Road  
Prospect Heights IL 60070-2799

Houston Industries Inc  
Don Jordan, C.E.O.  
5 Post Oak Park  
4400 Post Oak Parkway  
Houston TX 77027

Humana Inc  
David Jones, C.E.O.  
500 West Main Street  
Louisville KY 40202-2941

IDS Life Insurance Co  
James Mitchell, President, C.E.O.  
IDS Tower 10  
Minneapolis MN 55440-0534

ITT Corp  
Rand Araskog, C.E.O.  
1330 Avenue of the Americas  
New York NY 10019-5490

J P Morgan & Co Inc  
Douglas Warner, President  
60 Wall Street  
New York NY 10260-0060

KMART Corp  
Joseph Antonini, C.E.O.  
3100 West Big Beaver Road  
Troy MI 48084-3004

Kroger Co  
Joseph Pichler, C.E.O.  
1014 Vine Street  
Cincinnati OH 45202-1100

Lincoln International Corp  
Decoursey Combs, C.E.O.  
Suite NO 6  
120 Village Square  
Louisville KY 40243

Loew S Corp  
Laurence Tisch, C.E.O.  
667 Madison Avenue  
New York NY 10021-8087

Marriott Corp  
Richard Marriott, Executive V.P.  
10400 Fernwood Road  
Bethesda MD 20058

May Department Stores Co  
David Farrell, C.E.O.  
611 Olive Street  
St Louis MO 63101-1799

MCI Communications Corp  
Bert Roberts Jr., C.E.O.  
1801 Pennsylvania Avenue Northwest  
Washington DC 20006

McKesson Corp  
Harrison Russell, Vice President  
One Post Street  
San Francisco CA 94104-5296

Melville Corp  
Stanley Goldstein, C.E.O.  
One Theall Road  
Rye NY 10580-1404

Merrill Lynch & Co Inc  
Daniel Tully, C.E.O.  
North Tower World Financial Center  
250 Vesey Street  
New York NY 10281-1220

Metropolitan Financial Corp Minnesota  
Norman Jones, C.E.O.  
6800 France Avenue South  
Minneapolis MN 55435-2017

Morgan Stanley Group Inc  
Robert Greenhill, President  
1251 Avenue of the Americas  
New York NY 10020-1181

Walt Disney Co  
Michael Eisner, C.E.O.  
500 South Buena Vista Street  
Burbank CA 91521-0001

J C Penny Co Inc  
William Howell, C.E.O.  
6501 Legacy Drive  
Plano TX 75024-3698

Nationsbank Corp  
James Hance, Jr., Chief Financial Officer  
Nationsbank Corporate Center  
Charlotte NC 28255-0001

Nationwide Life Insurance Co  
Richard McFerson, C.E.O.  
One Nationwide Plaza  
Columbus OH 43216

Norfolk Southern Corp  
David Goode, C.E.O.  
Three Commercial Place  
Norfolk VA 23510-2191

NYNEX Corp  
William Ferguson, C.E.O.  
335 Madison Avenue  
New York NY 10017-4605

Pacific Enterprises  
Willis Wood, Jr., C.E.O.  
633 West Fifth Street  
Los Angeles CA 90071-2006

Pacific Gas & Electric Co  
Richard Clarke, C.E.O.  
77 Beale Street  
P.O. Box 770000  
San Francisco CA 94177-0001

Pacific Telesis Group  
Sam Ginn, C.E.O.  
130 Kearny Street  
San Francisco CA 94108-4818



Paine Webber Group Inc  
Donald Marron, C.E.O.  
1285 Avenue of the Americas  
New York NY 10019

Philadelphia Electric Co  
Joseph Paquette, Jr., C.E.O.  
2301 Market Street  
P.O. Box 8699  
Philadelphia PA 19101

Price Co  
Robert Price, C.E.O.  
4649 Morena Boulevard  
San Diego CA 92117-3650

Public Service Enterprise Group Inc  
James Ferland, C.E.O.  
80 Park Plaza  
P.O. Box 1171  
Newark NJ 07101-1171

Roadway Services Inc  
Joseph Clapp, President  
1077 Goege Boulevard  
P.O. Box 88  
Akron OH 44309-0088

Ryder System Inc  
Anthony Anthony, C.E.O.  
3600 Northwest 82nd Avenue  
Miami FL 33166-6623

Safeway Inc  
Steven Burd, C.E.O.  
Fourth and Jackson Streets  
Oakland CA 94660-0001

Salomon Inc  
Robert Denham, C.E.O.  
Seven World Trade Center  
New York NY 10048-1102

SCECORP  
John Bryson, C.E.O.  
2244 Walnut Grove Avenue  
P.O. Box 800  
Rosemead CA 91770-0800

Sears Roebuck & Co  
Edward Brennan, C.E.O.  
Sears Tower  
Chicago IL 60684-0001

Southern Co  
Edward Addison, C.E.O., Chairman of the Board  
64 Perimeter Center East  
Atlanta GA 30346-6401

Southland Corp  
Clark Matthews, II., C.E.O.  
2711 North Haskell Avenue  
Dallas TX 75204-2906

Southwestern Bell Corp  
Edward Whitacre, Jr., C.E.O.  
175 East Houston  
San Antonio TX 78299-2933

Sprint Corp  
William Esrey, C.E.O.  
P. O. Box 11315  
Kansas City MO 64112-0315

Student Loan Corp  
Stephen Biklen, C.E.O.  
99 Garnsey Road  
Pittsford NY 14534

Supervalu Inc.  
Michael Wright, President  
11840 Valley View Road  
Eden Prairie MN 55344-3643

SYSCO Corp  
John Woodhouse, C.E.O.  
1390 Enclave Parkway  
Houston TX 77077-2099

Tele Communications Inc  
John Malone, President  
Terrace Tower II  
5619 DTC Parkway  
Engelwood CO 80111

Texas Utilities Co  
J. S. Farrington, C.E.O.  
2001 Bryan Tower  
Dallas TX 75201

Time Warner Inc  
Gerald Levin, C.E.O.  
75 Rockefeller Plaza  
New York NY 10019-6908

Toys R Us Inc  
Charles Lazarus, C.E.O.  
461 From Road  
Paramus NJ 07652-3524

Trans World Airlains Inc  
Robert Cozzi, Senior Vice President  
100 South Bedford Road  
Mount Kisco NY 10549-3432

Transamerica Corp  
Frank Herringer, C.E.O.  
334 Montgomery Street  
San Francisco CA 94111-2770

Travelers Corp  
Edward Budd, C.E.O.  
One Tower Square  
Hartford CT 06183-0001

Travelers Insurance Co  
Richard Booth, President  
One Tower Square  
Hartford CT 06183-0001

UAL Corp  
Stephen Wolf, C.E.O.  
1200 East Algonquin Road  
P. O. Box 66919  
Elk Grove Township IL 60007

Union Pacific Corp  
Drew Lewis, C.E.O.  
Martin Tower  
Eighth & Eaton Avenues  
Bethlehem PA 18018

United Parcel Service of America Inc  
Kent Nelson, C.E.O.  
400 Perimeter Center-Terraces North  
Atlanta GA 30346

USAIR Inc  
Seth Schofield, C.E.O.  
2345 Crystal Drive  
Arlington VA 22227-0001

Wal Mart Stores Inc  
David Glass, C.E.O.  
Bentonville AR 72716-0001

Walgreen Co  
Daniel Jorndt, President  
200 Wilmot Road  
Deerfield IL 60015-4616

Washington Mutual Savings Bank  
Kerry Killinger, C.E.O.  
1201 Third Avenue  
Seattle WA 98101-3000

Waste Management Inc  
Dean Buntrock, C.E.O.  
3003 Butterfield Road  
Oak Brook IL 60521-1100

Winn Dixie Stores Inc  
Dano Davis, Principal Executive Officer  
5050 Edgewood Court  
Jacksonville FL 32254-3601

Woolworth Corp  
Harold Sells, C.E.O.  
233 Broadway  
New York NY 10279-0003

### Corporate Japanese Respondents

All Nipon Airways CO., Ltd.  
Akio Kondo, President and C.E.O.  
2-5 Kasumigaseki 3-Chome,  
Chiyoda-ku, Tokyo 100 Japan

Ashahi Bank  
Shigehiko Yoshino, President  
1-1-2, Ohtemachi,  
Chiyoda-ku, Tokyo 100 Japan

The Ashikaga Bank Ltd.  
Hisao Mukae, President  
Head Office 1-25, Sakura 4-Chome,  
Utsunomiya-shi, Tochigi-ken 320 Japan

The Bank of Fukuoka, Ltd.  
Ryoji Tsukuda, President  
13-1, Tenjin 2-Chome, Chuo-ku,  
Fukuoka-shi 810 Japan

The Bank of Tokyo  
Takagaki, President  
3-2, Nihonbashi Hongokucho 1-Chome,  
Chuo-ku, 103 Japan

The Bank of Yokohama, Ltd.  
Takeshi Tanaka, President  
47, Honcho 5-Chome,  
Naka-ku, Yokohama 231 Japan

The Chiba Bank, Ltd.  
Takashi Tamaki, President  
Head Office 1-2, Chiba-minato, Chiba-shi,  
Chiba-ken 260 Japan

Elki Konno, President  
4-7, Kawaramachi 2-Chome, Chuo-ku,  
Osaka 541 Japan

Chubu Electric Power Co., Inc.  
Kamesaburo Matsunaga, President  
1, Toshin-cho, Higashi-ku,  
Nagoya 461-91 Japan

The Chugoku Electric Power Co., Inc.  
Koki Tada, President  
4-33, Komachi, Naka-ku,  
Hiroshima-ken, 730-91 Japan

The Chuo Trust and Banking Co., L822  
Kei Sakanoue, President  
7-1, Kyobashi 1-chome, Chuo-ku,  
Tokyo 104 Japan

The Dailei, Inc.  
Isao Nakauchi, Chairman and President  
1-1, Minatojima Nakamachi 4-chome,  
Chuo-ku, Kobe-shi, Hyogo-ken 650 Japan

The Dai-Ichi Kangyo Bank, Ltd.  
Kuniji Miyazaki, President  
1-5, Uchisaiwi-cho 1-chome, Chiyoda-ku,  
Tokyo 100 Japan

Daikyo  
Shuji Yokoyama, President  
4-24-13, Sendagaya, shibuya-ku,  
Tokyo 151 Japan

The Daiwa Bank, Ltd.  
Akira Fujita, President  
Head Office 2-1, Bingomachi 2-chome, Chuo-ku  
Osaka 541 Japan

Daiwa House Industry Co., Ltd.  
Shunichi Ishibashi, President  
Head Office 5-16, Awaza 1-chome, Nishi-ku  
Osaka 550 Japan

Daiwa Securities Co., Ltd.  
Motoo Esaka, President  
6-4, Otemachi 2-chome, Chiyoda-ku  
Tokyo 100 Japan

The Fuji Bank, Ltd.  
Toru Hashimoto, President  
5-5, Otemachi 1-chome, Chiyoda-ku,  
Tokyo 100 Japan

Fujita Corporation  
Kazunori Fujita, President  
6-15, Sendagaya 4-chome, Shibuya  
Tokyo 151 Japan

Hanwa Co., Ltd.  
Shigeru Kita, President  
13-10, Tsukiji 1-chome, Chuo-ku,  
Tokyo 104 Japan

Hazama Corporation  
Shigeru Handa, President  
5-8, Kita-Aoyama 2-chome, Minato-ku  
Tokyo 107 Japan

The Bank of Hiroshima, Ltd.  
Osamu Hashiguchi, President  
Head Office 3-8, Kamiyacho 1-chome, Naka-ku, Hiroshima-shi  
Hiroshima-ken 730 Japan

Hitachi Sales Corporation  
Yasuya Miyoshi, President  
15-12, Nishishimbashi 2-chome, Minato-ku  
Tokyo 105 Japan

The Hokkaido Takushoku Bank, Ltd.  
Hiroshi Yamauchi, President  
Head Office 7, Nishi 3-chome, Odori, Chuo-ku  
Sapporo 060 Japan

The Hokuriku Bank, Ltd.  
Teruo Kubota, President  
Head Office 2-26, Tsutsumichodori 1-chome, Toyama-shi,  
Toyama-ken 930 Japan

Hokuriku Electric Power Company  
Masao Tani, President  
15-1, Ushijima-cho, Toyama-shi,  
Toyama-ken 930 Japan

The Industrial Bank of Japan  
Yoh Kurosawa, President  
3-3, Marunouchi 1-chome, Chiyoda-ku,  
Tokyo 100 Japan

Ito-Yokado Co., Ltd.  
Masatoshi Itoh, President  
1-4, Shiba-Koen 4-chome, Minato-ku,  
Tokyo 105 Japan

Itochu  
Minoru Murofushi, President  
4-1-3, Kyutaro-machi, Chuo-ku,  
Osaka 541-77 Japan

Japan Airlines Co., Ltd.  
Matsuo Toshimitsu, President  
7-3, Marunouchi 2-chome, Chiyoda-ku,  
Tokyo 100 Japan

Japan Securities Finance Co., Ltd.  
Tatsuo Tajima, President  
2-10, Nihonbashi Kayabacho 1-chome,  
Chuo-ku, Tokyo 103 Japan

The Joyo Bank Ltd.  
Itaru Ishikawa, President  
5-5, Minamimachi, 2-chome, Mito-shi,  
Ibaraki-ken 310 Japan

Jusco  
Hidenori Futagi, President  
1-1, Kanda-Nishikcho, Chiyoda-ku,  
Tokyo 101 Japan

Kijima Corporation  
Akira Miyazaki, President  
2-7, Motoakasaka 1-chome, Minato-ku  
Tokyo 107 Japan

Kenematsu Corporation  
Keiji Oda, President  
2-1, Shibaura 1-chome, Minato-ku,  
Tokyo 105-05 Japan

The Kansai Electric Power Co., Inc.  
Kiyoji Morii, President  
3-22, Nakanoshima 3-chome, Kita-ku,  
Osaka 530 Japan



Kawasaki Kisen Kaisha Ltd.  
Hiroshige Matsunari, President  
2-9, Nishi-Shimbashi 1-chome, Minato-ku,  
Tokyo 105 Japan

KawaMatsunarisho Corporation  
Kinji Ibaraki, President  
4-1, Hamamatsu-cho 2-chome, Minato-ku,  
Tokyo 105 Japan

Keio Teito Electric Railway Co., Ltd.  
Kenichi Kuwayama, President  
9-1, Sekido 1-chome, Tama-shi  
Tokyo 206 Japan

Kinki Nippon Railway Co., Ltd.  
Shigeichiro Kanamori, President  
1-55, Uehommachi 6-chome, Tennoji-ku,  
Osaka 543 Japan

Kumagai Gumi Co., Ltd.  
Taichiro Kumagai, President  
2-1, Tsukudocho, Shinjuku-ku,  
Tokyo 162 Japan

Kyushu Electric Power Co., Inc.  
Tetsuya Watanabe, President  
1-82, Watanabe-dori 2-chome, Chuo-ku,  
Fukuoka 810 Japan

The Long-Term Credit Bank of Japan, Ltd.  
Tetsuya Horie, President  
2-4, Otemachi 1-chome, Chiyoda-ku,  
Tokyo 100 Japan

Marubeni Corporation  
Tomio Tatsuno, President  
Head Office: 5-7, Hommachi 2-chome,  
Chuo-ku, Osaka 541 Japan

Mitsubishi Corporation  
Shinroku Morohashi, President  
6-3, Marunochi 2-chome, Chiyoda-ku,  
Tokyo 100-86 Japan

The Mitsubishi Bank, Ltd.  
Tsuneo Wakai, President  
7-1, Marunochi 2-chome, Chiyoda-ky,  
Tokyo 100 Japan

The Mitsubishi Trust and Banking Corporation  
Hiroshi Hayashi, President  
4-5, Marunochi 1-chome, Chiyoda-ku,  
Tokyo 100 Japan

Mitsui & Co., Ltd.  
Naohiko Kumagai, President  
2-1, Ohtemachi 1-chome, Chiyoda-ku,  
Tokyo 100 Japan

Mitsui Fudosan Co., Ltd.  
Jun-ichiro Tanaka, President & C.E.O.  
1-1, Nihonbashi Muromachi 2-chome, Chuo-ku,  
Tokyo 103 Japan

Mitsui O.S.K. Lines, Ltd.  
Susumu Tempurin, President  
1-1, Toranomom 2-chome, Minato-ku,  
Tokyo 105-91 Japan

Mitsui Trust & Banking Co., Ltd.  
Ken Fujii, President  
1-1, Nihonbashi Muromachi 2-chome, Chuo-ku,  
Tokyo 103 Japan

Mitsukoshi, Ltd.  
Yoshiaki Sakakura, President  
4-1, Nihonbashi Muromachi 1-chome, Chuo-ku,  
Tokyo 103 Japan

Nichii  
Toshimine Kobayashi, President  
2-2-9, Awaji-machi, Chuo-ku  
Osaka 541 Japan

Nichimen Corporation  
Yoshimi Tanaka, President  
13-1, Kyobashi 1-chome, Chuo-ku,  
Tokyo 104 Japan

The Niko Securities Co., Ltd.  
Kichiro Takao, President  
Shin-Tokyo Building, 3-1, Marunouchi 3-chome, Chiyoda-ku  
Tokyo 100 Japan

The Nippon Credit Bank  
Seishi Matsuoka, President  
13-10, Kudankita 1-chome, Chiyoda-ku  
Tokyo 102 Japan

Nippon Express Co., Ltd.  
Shoichiro Hamanaka, President  
12-9, Sotokanda 3-chome, Chiyoda-ku  
Tokyo 101 Japan

Nippon Shinpan Co., Ltd.  
Yoji Yamada, President  
33-5, Hongo 3-chome, Bunkyo-ku,  
Tokyo 113-91 Japan

Nippon Telegraph and Telephone Corp.  
Masashi Kojima, President  
1-6, Uchisawai-cho, 1-chome, Chiyoda-ku,  
Tokyo 100 Japan

Nippon Yusen K.K.  
Jiro Nemoto, President  
3-2, Marunouchi 2-chome, Chiyoda-ku,  
Tokyo 100 Japan

Nishimatsu Construction Co., Ltd.  
Taira Shibata, President  
20-10, Toranomom 1-chome, Minato-ku,  
Tokyo 105 Japan

Nissei Sangyo Co., Ltd.  
Teruo Ishikawa, President  
24-14, Nishi-Shimbashi 1-chome, Minato-ku,  
Tokyo 105 Japan

Nissho Iwai Corporation  
Akira Nihio, President  
Tokyo Head Office: 4-5, Akasaka 2-chome, Minato-ku,  
Tokyo 107 Japan

The Nomura Securities Co., Ltd.  
Hideo Sakamaki, President  
9-1, Nihonbashi 1-chome, Chuo-ku,  
Tokyo 103 Japan

Obayashi Corporation  
Takao Tsumuro, President  
4-33, Kitahama-Higashi, Chuo-ku,  
Osaka 540 Japan

Odakyu Electric Railway Co., Ltd.  
Takashi Takigami, President  
8-3, Nishi-Shinjuku 1-chome, Shinjuku-ku,  
Tokyo 160 Japan

Orient  
Yoshio Abe, President  
3-1-1, Higashi-Ikebukuro, Toshima-ku,  
Tokyo 170 Japan

The Sakura Bank, Ltd.  
Kenichi Suematsu, President  
3-1, Kudan-Minami 1-chome, Chiyoda-ku,  
Tokyo 100-91 Japan

The Sanwa Bank, Ltd.  
Hiroshi Wantabe, President  
Head Office: 5-6, Fushimimachi 3-chome Chuo-ku,  
Osaka 541 Japan

Sato Kogyo Co., Ltd.  
Yoshitake Sato, President  
1-11, Sakuragi-cho, Toyama-shi,  
Toyama 930 Japan

Seibu Railway Co., Ltd.  
Iwago Nisugi, President  
11-1, Kusunokidai 1-chome, Tokorozawa-shi,  
Saitama-ken 359 Japan

The Seiyu, Ltd.  
Seiji Tsutsumi, Chief Executive Officer  
1-1, Higashi Ikebukuro 3-chome, Toshima-ku,  
Tokyo 170 Japan

Sekisui House, Ltd.  
Masaru Tanabe, President  
2-27, Nakanoshima 6-chome, Kita-ku,  
Osaka 530 Japan

Shimizu Corporation  
Harusuke Imamura, President  
2-3, Shibaura 1-chome, Minato-ku,  
Tokyo 105-07 Japan

Shizuoka Bank, Ltd.  
Jikichiro Sakai, President  
110, Gofukucho 1-chome, Shizuoka-shi,  
Shizuoka-ken 420 Japan

Sumitomo Corporation  
Tomichi Akiyama, President  
Sumitomo Building, 5-33, Kitahama 4-chome, Chuo-ku,  
Osaka 541 Japan

The Sumitomo Bank, Ltd.  
Sotoo Tatsumi, President  
Head Office: 6-5, Kitahama 4-chome, Chuo-ku,  
Osaka 541 Japan

The Sumitomo Trust and Banking Co., Ltd.  
Hiroshi Hayasaki, President  
Head Office: 5-33, Kitahama 4-chome, Chuo-ku,  
Osaka 541 Japan

Taisei Corporation  
Yasuo Satomi, President  
25-1, Nishishinjuku 1-chome, Shinjuku-ku,  
Tokyo 163 Japan

Takashimaya Co., Ltd.  
Hiroshi Hidaka, President  
1-5, Namba 5-chome, Chuo-ku,  
Osaka 542 Japan

Takenaka Corporation  
Toichi Takenaka, President  
1-13, Hommachi 4-chome, Chuo-ku,  
Osaka 541 Japan

Toda Corporation  
Moriiji Toda, President  
7-1, Kyobashi 1-chome, Chuo-ku,  
Tokyo 104 Japan

Tohoku Electric Power Co., Inc.  
Teruyuki Akema, President  
7-1, Ichibancho 3-chome, Aoba-ku, Sendai-shi,  
Miyagi-ken 980 Japan

The Tokai Bank  
Kiichiro Itoh, President  
Head Office: 21-24, Nishiki 3-chome, Naka-ku,  
Nagoya 460 Japan

The Tokio Marine & Fire Insurance Co.Ltd.  
Shunji Kono, President  
2-1, Marunouchi 1-chome, Chiyoda-ku,  
Tokyo 100 Japan

The Tokyo Electric Power Co., Inc.  
Gaishi Hiraiwa, Chairman, C.E.O.  
1-3, Uchisaiwa-cho 1-chome, Chiyoda-ku,  
Tokyo 100 Japan

Tokyo Gas Co., Ltd.  
Kunio Anzai, President  
5-20, Kaigan 1-chome, Minato-ku,  
Tokyo 105 Japan

Tokyu Corporation  
Jiro Yokota, President  
26-20, Sakuragaokacho, Shibuya-ku,  
Tokyo 150 Japan

Tokyu Construction  
Tetsu Gotoh, President  
16-14, Shibuya 1-chome, Shibuya-ku,  
Tokyo 150 Japan

Tomen Corporation  
Tsuneo Kitamura, President  
Osaka Head Office: 6-7, Kawaramachi  
1-chome, Chuo-ku,  
Osaka 541 Japan

Toshoku Ltd.  
Mitsuo Iizuka, President  
4-3, Nihonbashi Muromachi 2-chome, Chuo-ku,  
Tokyo 103 Japan

The Toyo Trust And Banking Co., Ltd.  
Mitsuo Imose, President  
4-3, Marunouchi 1-chome, Chiyoda-ku,  
Tokyo 100 Japan

Toyota Tsusho Corporation  
Keiji Nogami, President  
Nagoya Head Office: 7-23, Meieki  
4-chome, Nakamura-ku,  
Nagoya 450 Japan

Yamaichi Securities  
Atsuo Miki, President  
2-4-1, Yaesu, Chuo-ku,  
Tokyo 104 Japan

Yamato Transport Co., Ltd.  
Kohji Miyauchi, President  
12-16, Ginza 2-chome, Chuo-ku,  
Tokyo 104 Japan

The Yasuda Fire & Marine Insurance Co. Ltd  
Yasuo Goto, President  
26-1, Nishi-Shinjuku 1-chome, Shinjuku-ku,  
Tokyo 160 Japan

The Yasuda Trust And Banking Co., Ltd.  
Fujio Takayama, President  
2-1, Yaesu 1-chome, Chuo-ku,  
Tokyo 103 Japan

Yuasa Trading Co., Ltd.  
Kenichi Furumi, President  
8-7, Sambancho, Chiyoda-ku,  
Tokyo 102 Japan

Corporate Japanese-American Respondents

Dai-Ichi Kangyo Bank of California  
Masahiro Shimizu, President  
770 Wilshire Boulevard  
Los Angeles CA 90017

Dai-Ichi Kangyo Bank of California  
W R Ayres, Vice President  
301 A Street  
San Diego, CA 92101

The Daiwa Bank, Ltd.  
Y. Inokuchi, General Manager  
Suite 4040, 555 South Flower Street  
Los Angeles, CA 90071-2416

Daiwa House Corporation  
K. Terada, President  
Suite 170, 2082 Business Center Drive  
Irvine, CA 92715

Daiwa Securities America, Inc  
Mr. Munegami, General Manager  
Suite 3636, 333 South Grand Avenue  
Los Angeles, CA 90071-1540

Fujitsu America, Inc  
Yasushi Nakamura, President  
3055 Orchard Drive  
San Jose, CA 95134

Hanwa American Corporation  
Kazuhisa Shiotani, General Manager  
Suite 2010, 500 South Grand Avenue  
Los Angeles, CA 90071

Hazama Corporation  
Isao Honda, Director, General Manager  
370 South Crenshaw Boulevard, Suite 202  
Torrance, CA 90503

The Hokkaido Takushoku Bank., Ltd.  
Shigenobu Kotani, General Manager  
Suite 3522, 333 South Grand Avenue  
Los Angeles, CA 90071



Japan Airlines Co., Ltd  
Yasushi Kawano, Vice President  
Suite 402, 300 North Continental Boulevard,  
El Segundo, CA 90245

Kawasaki Kisen Kaisha, Ltd  
K. Futagawa  
221 Main Street, 16th Floor  
San Francisco, CA 94105

The Long Term Credit Bank of Japan, Ltd.,  
Hiromi Yokoyama, General Manager  
Suite 3700, 444 South Flower Street  
Los Angeles, CA 90071

Mitsubishi Acceptance Corporation  
Yasuyuki Ogasawara, President  
Suite 100, 36 Executive Park  
Irvine, CA 92714

The Mitsubishi Bank, Ltd.  
The President  
800 Wilshire Boulevard  
Los Angeles, CA 90017

The Mitsubishi Trust & Banking Corp.  
Michitaka Ishikawa, Director  
Suite 1650, 911 Wilshire Boulevard  
Los Angeles, CA 90017

Mitsui & Co. (U.S.A.), Inc  
Makoto Ejima, Senior Vice President & GM,  
Pacific SW HQ Suite 2000,  
611 West Sixth  
Los Angeles, CA 90017

Mitsui & Co. (U.S.A.), Inc  
Fumihiko Tsukano, General Manager  
Suite 3000, One California Street  
San Francisco, CA 94111

Mitsui Fudosan (U.S.A.), Inc  
Okitami Komada, President  
Suite 1550, 800 Wilshire Boulevard  
Los Angeles, Ca 90017

Mitsui Fudosan (U.S.A.), Inc  
Yoichiro Hamaoka, Vice President  
505 Montgomery Street  
San Francisco, CA 94111

The Mitsui Trust & Banking Co., Ltd.,  
Katuoki Sone, General Manager  
Suite 3800, 611 West Sixth Street  
Los Angeles, CA 90017

Mitsukoshi, Ltd.  
S Kumon, General Manager  
Suite 2725, 2049 Century Park East  
Los Angeles, CA 90067

Nichii Corporation of America, Ltd.  
Itaru Tanaka, Director & General Manager  
Skypark Two, Suite 140, 23440 Hawthorne  
Torrance, CA 90505

Nichimen America, Inc.  
Noboru Saka, Deputy General Manager  
Suite 1150, 235 Montgomery  
San Francisco, CA 94104

Nichimen America, Inc.  
Shinichi Komeda, General Manager  
Suite A, 2328 Walsh Avenue  
Santa Clara, CA 95051

The Nippon Credit Bank, Ltd.,  
Mr. Nobuyoshi Nagaya, General Manager  
Suite 1400, 800 Wilshire Boulevard  
Los Angeles, CA 90017

Nippon Express U.S.A. Inc.  
Mr. N. Oishi, Manager  
400 Valley Drive CA 94005

Nittetsu Shoji America, Inc.  
Osamu Maeda, President  
Suite 186, 725 South Figueroa Street  
Los Angeles, CA 90017

Sanwa Bank California  
S. Bartoletti, President  
24299 Southland Drive, Hayward Commercial Banking Office  
Hayward, CA 94545

Sanwa Bank California  
Mark Yoda, President, C.E.O.  
612 South Flower Street  
Los Angeles, CA 90017

Sato Kogyo America Corporation  
Makoto Miura, President  
Suite 200-1, 18922 Cowan Street  
Irvine, CA 92714

Seibu Transportation Co., Ltd.  
Hiroshi Nagai, President  
752 South Glasgow Avenue  
Inglewood, CA 90301

The Shizuoka Bank, Ltd.  
Hiroshi Kubono, General Manager  
Suite 3700, 707 Wilshire Boulevard  
Los Angeles, CA 90017

The Sumitomo Bank of California  
G. Yamashiro, V.P. and Manager  
16041 Goldenwest Street  
Huntington Beach, CA 92647

The Sumitomo Bank, Ltd.  
Masami Sumii, General Manager  
Suite 3700, 611 West Sixth Street  
Los Angeles, CA 90017

Sumitomo Trust and Banking Co., Ltd.  
Senji Horiuchi, General Manager  
Suite 5300, 333 South Grand Avenue  
Los Angeles, CA 90071

Toda Development, Inc.  
Kenichi Kimura, President  
Suite 630, 120 South San Pedro Street  
Los Angeles, CA 90012

The Tokai Bank of California  
J. Richard Belliston, Executive V.P.  
534 West Sixth Street  
Los Angeles, CA 90014

Tokyo Aircargo American, Inc.  
Takashi Nagai, Vice President  
9320 Bellanca Avenue  
Los Angeles, CA 90045

Tokyu Construction  
D. Saito, C.E.O.  
199 South Los Robles Avenue, Suite 250  
Pasadena, CA 91101

Tomen America, Inc.  
Susumu Masaki, V.P. and General Manager  
445 South Figueroa Street, Suite 2550  
Los Angeles, CA 90071

Toshoku Los Angeles, Inc.  
Etsuo Tamura, President  
Suite 300, 515 South Figueroa Street  
Los Angeles, CA 90071

Toshoku Los Angeles, Inc.  
M. Omizo, Executive Vice President  
465 California Street  
San Francisco, CA 94104

The Toyo Trust and Banking Co., Ltd.  
Tadashi Oshima, Branch Manager  
444 South Flower Street, Suite 1550  
Los Angeles, CA 90071

Toyota Tsusho America, Inc.  
Sampei Nagare, General Manager  
Suite 350, 1875 South Grant Street  
San Mateo, CA 94402

Yamaichi International (America), Inc.  
Yukio Nagai, Executive Vice President  
333 South Hope Street, Concourse Level  
Los Angeles, CA 90071

Yamaichi International (America), Inc.  
Craig Leman, Branch Manager  
235 Montgomery Street  
San Francisco, CA 94104

Yasuda Fire & Marine Ins. Co. America  
Tomohisa Uno, Executive Vice President  
Suite 1600 600 Wilshire Boulevard  
Los Angeles, CA 90017

The Yasuda Trust and Banking Co., Ltd.  
Kenji Kawakami, General Manager  
Suite 3990, 725 Figueroa Street  
Los Angeles, CA 90017

All Nippon Airways Co., Ltd.  
Kazuhisa Shin, General Manager S.E.  
1101 16th Street, North West  
Washington, DC 20036

The Bank of Tokyo, Ltd.  
Mutsuo Hatano, Chief Representative  
Suite 703, 1825 K Street Northwest  
Washington, DC 20006

Chubu Electric Power Co., Inc  
Tatsuo Yagi, Manager  
Suite 1220, 900 17th Street Northwest  
Washington, DC 20006

Japan Leasing USA, Inc.  
Shinobu Nagahori, President  
Two Sound View Drive  
Greenwich, CT 06830

Marubeni America Corporation  
Takeo Tanaka, Senior V.P. & G.M.  
Suite 1215, 1615 L Street, Northwest  
Washington, DC 20036

NTT America, Inc.  
Masahiko Tominaga, Deputy Director  
Suite 500, 1615 "L" Street North West  
Washington, DC 20036

Tokyo Electric Power Company  
Konosuke Sugiura, General Manager  
Suite 720, 1901 L Street, North West  
Washington, DC 20036

US Japan Business Council, Inc.  
Roger Swanson, President  
1020 19th Street Northwest  
Washington, DC 20036

Mitsubishi Electronics America, Inc.  
Takeshi Sakurai, President  
Suite 600, 816 Conn. Avenue North West  
Washington, DC 20006

The Dai-Ichi Kangyo Bank, Ltd.  
President  
165 South King Street  
Honolulu, HI 96813

Hazama Corporation  
Mr. Toyoshima, General Manager  
Ala Moana Pacific Center, Suite 1240  
1585 Kapiolani Boulevard  
Honolulu, HI 96814

The Long Term Credit Bank of Japan  
Yasuyoshi Tsuji, Chief Representative  
Suite 2801, Marquis One Tower  
245 Peachtree Center Avenue Northeast  
Atlanta, GA 30303

Nippon Shinpan USA, Inc.  
Tsutomu Wada, Director  
Suite 1509, 2222 Kalakaua Avenue  
Honolulu, HI 96815

The Long Term Credit Bank of Japan, Ltd. K. Mizuno  
Suite 800, 190 South LaSalle Street  
Chicago, IL 60603

The Mitsubishi Trust & Banking Corp.  
Shunji Ichikawa, General Manager  
Suite 3100, 440 La Salle Street  
Chicago, IL 60605

Mitsui O.S.K. Lines (America), Inc.  
Ron Stevenson, Vice President  
Suite 1330, 122 South Michigan Avenue  
Chicago, IL 60603

The Mitsui Trust & Banking Co., Ltd.  
Kazuo Hara, General Manager  
190 South Lasalle  
Chicago, IL 60603

The Nikko Securities Co. International,  
Masumi Yamaguchi, Branch President  
Suite 2760, One South Wacker Drive  
Chicago, IL 60606

Nissei Sangyo America, Ltd.  
Koichi Maekawa, President  
Suite 200, 2850 East Golf Road  
Rolling Meadows, IL 60008

Tokio Marine Management, Inc.  
Mr. Shin-ichi Asami, Office Manager  
Suite 2950, 444 North Michigan Avenue  
Chicago, IL 60611

The Daiwa Bank, Ltd.  
Lee Milligan, V.P. and General Manager  
Suite 1402, 10 East Baltimore Street  
Baltimore, MD 21202

The Kinki Sharyo Co., Ltd.  
Norio Hara, General Manager  
20 Walnut Street  
Wellesley Hills, MA 02181

Nissho Iwai American Corporation  
Toshiaki Sasaki, General Manager  
Suite 902, One Cambridge Center  
Cambridge, MA 02142

Yamato Transport U.S.A., Inc.  
Yuki Hawkins, Operation Manager  
Suite 125, 1500 East 79th Street  
Bloomington, MN 55425

Kajima International, Inc.  
Ayao Katayama, Executive V.P. & C.O.O.  
2100 North Central Road  
Fort Lee, NJ 07024

Kanematsu U.S.A., Inc.  
Y. Hotta, Vice President, General Manager  
2001 Elizabeth Street  
North Brunswick, NJ 08902

Kanematsu U.S.A., Inc.  
M. Yosomiya, President  
400 Cottontail Lane  
Somerset, NJ 08873

Kawasho International (USA), Inc.  
Harutoshi Iida, President  
Seventh Floor, Two Executive Drive  
Fort Lee, NJ 07024

Asahi America, Inc.  
S. Yoshida, Vice President  
220 East 42nd Street  
New York, NY 10017

The Bank of Fukuoka, Ltd.  
Yukio Osada, Manager  
47th Floor, One Liberty Plaza,  
165 Broadway New York, NY 10006

Bank of Yokohama, Ltd.  
T. Okubo  
Suite 8067, One World Trade Center  
New York, NY 10048

Chiba Bank, Ltd.  
Toshiki Ishii, General Manager  
18th Floor, 45 Broadway  
New York, NY 10006

Chiyoda Life Asset Management of America,  
Tetsuji Takatami, President  
25th Floor, 10 East 50th Street  
New York, NY 10022

Chori America, Inc.  
Gonosuke Yonezawa, President  
Suite 5440, One Penn Plaza  
New York, NY 10118



The Chuo Trust and Banking Co., Ltd.  
Chitaru Kohzu, General Manager  
Suite 8322, Two World Trade Center  
New York, NY 10048

The Dai-ichi Life Co.  
Mr. Takahashi, Chief Representative  
28th Floor, 65 East 55th Street  
New York, NY 10022

Daiei Trading Co., Ltd.  
Motoki Tsunomori, Senior President  
56-71 55th Avenue  
Maspeth, NY 11378

Daihyaku Life America, Inc.  
Norio Kudo, Executive Vice President  
Suite 2302, 65 East 55th Street  
New York, NY 10022

Daiwa Securities American, Inc.  
Mr. Yonetani President  
25th Floor, One World Financial CenterT-A  
New York, NY 10281

Dentsu, Inc.  
Kosuke Ohashi, President  
1114 Avenue of the Americas  
New York, NY 10036

East Japan Railway Company  
Kenichi Shimura, Director  
Room 1961, 45 Rockefeller Plaza  
New York, NY 10111

The Fuji Bank and Trust Co.  
Toru Kukiwara, President and C.E.O.  
Two World Trade Center  
New York, NY 10048

The Fuji Bank, Ltd.  
Hideo Nakamura, General Manager  
Suite 6011, One World Trade Center  
New York, NY 10048

The Hiroshima Bank, Ltd.  
Sho Takahashi, General Manager  
One Wall Street, 31st Floor  
New York, NY 10005

Hitachi America, Ltd.  
Keishi Toda, President  
50 Prospect Avenue  
Tarrytown, NY 10591-4698

The Hokkaido Bank, Ltd.  
Mr. Abiko, General Manager  
27 Madison Avenue / 11th Floor  
New York, NY 10022

The Industrial Bank of Japan, Ltd.  
Isamu Koike, General Manager  
245 Park Avenue  
New York, NY 10167

Joyo Bank, Ltd.  
Makoto Kakuta, General Manager  
10th Floor, 335 Madison Avenue  
New York, NY 10017

The Kansai Electric Power Co.  
Fumiya Tsuda  
375 Park Avenue, Suite 2607  
New York, NY 10152

Kumagai Gumi Co., Ltd.  
M Furuta, President  
Third Floor, Four Columbus Circle  
New York, NY 10019

The Meiji Seimei Insurance Agency of N.Y.  
Mototsura Nishijima, President  
31st Floor, 245 Park Avenue  
New York, NY 10167

Nomura Securities Investment Trust Mgmt.  
Kohji Sugita, Chief Representative  
21st Floor, 180 Maiden Lane  
New York, NY 10038

Obayashi Corporation  
Seiichi Yabe, General Manager  
12th Floor, 666 Fifth Avenue  
New York, NY 10103

Orient Leasing USA Corporation  
Takashi Koizumi, President  
48th Floor, 780 Third Avenue  
New York, NY 10017

Orix USA Corporation  
Takashi Koizumi, President and Director  
Suite 4800, 780 Third Avenue  
New York, NY 10017

Shimizu America Corporation  
S. Ishii, President  
11th Floor, 650 Madison Avenue  
New York, NY 10022

The Shoko Chukin Bank  
Kazuo Yamakawa, General Manager  
Two Wall Street  
New York, NY 10005

Taisei America Corporation  
Y. Kumazawa, President and C.E.O.  
24th Floor, 114 West 47th  
New York, NY 10036

Taiyo Asset Management of America  
Masanori Saito, President  
277 Park Avenue, 27th Floor  
New York, NY 10177

Takashimaya, Inc.  
J. Shinohara, President  
509 Fifth Avenue  
New York, NY 10017

Takenaka International (USA), Ltd.  
Kenji Murakami, Executive Vice President  
Fourth Floor, 70 East 55th Street  
New York, NY 10022

Toho America International, Inc.  
Hiroichi Ogata, President  
37th Floor, 540 Madison Avenue  
New York, NY 10022

Tohoku Electric Power Co., Inc.  
Takehiko Sugawara, General Manager  
Suite 2304, 65 East 55th Street  
New York, NY 10022

Tokyo Gas Co., Ltd.  
Junji Yoshitake, Chief Representative  
280 Park Avenue  
New York, NY 10017

Yasuda Life Company  
Kunio Yasuda, Chief Representative  
28th Floor, 575 Fifth Avenue  
New York, NY 10017

Yuasa Trading Co. (America), Inc.  
Masahiro Kawabe, President  
31st Floor, 150 East 52nd Street  
New York, NY 10022

The Zenshinren Bank  
Yoshio Mizoe, General Manager  
Suite 8023, One World Trade Center  
New York, NY 10048

Daiwa House Corporation  
Katsuya Terada, President  
Suite 140, 1001 West Eules Boulevard  
Eules, TX 76040

Sekisui House America, Inc.  
Shinichiro Taki, President  
Suite 810, 10800 North East Eighth Street  
Bellevue, WA 98004

## Appendix 10: Detailed Record Of Survey Data

### Section One.

#### Section 1. Question A. American Sample.

A

A	1.	2.	3.	4.
1			1	
2			1	
3			1	
4			1	
5			1	
6			1	
7			1	
8	1			
9			1	
10			1	
11			1	
12			1	
13			1	
14			1	
15			1	
16			1	
17			1	
18		1		
19			1	
20			1	
21				1
22			1	
23			1	
24			1	
25			1	
26			1	
27			1	
28	1			
29			1	
30			1	
31				1
32			1	
33			1	
34		1		
35		1		
36			1	
37				1
38	1			
39			1	
40			1	
41			1	
Totals / Averages	3	3	32	3

# Section 1. Question A. Japanese Sample.

J	1.	2.	3.	4.
1			1	
2	1			
3			1	
4		1		
5			1	
6			1	
7			1	
8		1		
9	1			
10			1	
11		1		
12			1	
13			1	
14	1			
15	1			
16			1	
17			1	
18			1	
19			1	
20		1		
21			1	
22			1	
23			1	
24			1	
25	1			
26		1		
27			1	
28		1		
29			1	
30			1	
31			1	
32			1	
33			1	
34			1	
35				
36			1	
37				
38				
39			1	
40				
Totals / Averages	5	6	25	0

Section 1. Question A. Japanese-American Sample.

A

JA	1.	2.	3.	4.
1				
2		1		
3			1	
4			1	
5			1	
6			1	
7	1			
8	1			
9			1	
10			1	
11	1			
12			1	
13			1	
14				1
15		1		
16			1	
17	1			
18		1		
19			1	
20			1	
21			1	
22				1
23		1		
24			1	
25			1	
26			1	
27			1	
28			1	
29		1		
30			1	
31			1	
32			1	
33				1
Totals / Averages	4	5	20	3

Section 1. Question B. American Sample.

A	1.	2.	3.	4.	5.	6.	7.
1		1					
2	1		1		1		
3	1				1	1	1
4	1	1			1	1	
5					1	1	1
6			1	1	1	1	
7						1	
8	1			1	1	1	1
9	1	1		1	1		1
10					1		
11				1		1	1
12	1	1	1	1	1	1	1
13				1		1	1
14	1	1	1	1	1	1	
15					1	1	
16				1	1		
17	1				1	1	1
18				1	1		
19	1	1	1	1	1	1	1
20	1						
21					1		
22	1				1	1	
23				1	1		1
24				1	1	1	1
25		1			1		
26				1	1	1	1
27	1						
28	1	1	1				
29				1		1	1
30		1			1	1	
31	1				1		
32		1	1		1		
33	1	1	1	1	1	1	1
34					1		
35		1	1				
36	1	1			1		
37	1	1			1	1	
38					1	1	1
39	1			1	1		
40			1		1	1	
41	1	1				1	1
Totals / Averages	19	15	10	16	31	23	16



Section 1. Question B. Japanese Sample.

J	1.	2.	3.	4.	5.	6.	7.
1	1						
2	1				1	1	
3						1	
4	1	1		1	1		
5	1			1	1		1
6	1		1	1		1	
7	1	1			1		1
8	1			1	1		
9					1	1	
10	1	1			1		
11	1			1	1		
12						1	1
13	1			1	1	1	1
14					1		
15	1		1	1			1
16		1			1		
17				1			1
18	1					1	
19	1			1	1		1
20					1		1
21	1	1				1	1
22					1		
23	1				1		1
24	1		1		1	1	
25	1				1		
26	1						1
27	1			1		1	
28	1		1		1		1
29	1						
30		1	1	1		1	1
31					1		
32						1	1
33		1	1	1		1	1
34	1			1	1		1
35							
36					1	1	
37							
38							
39				1	1	1	
40							
Totals / Averages	22	7	6	14	22	15	16

# Section 1. Question B. Japanese-American Sample.

8

JA	1.	2.	3.	4.	5.	6.	7.
1							
2	1				1		
3	1						
4	1	1			1	1	
5	1	1	1		1		
6	1	1			1	1	1
7	1	1			1		
8			1	1		1	
9		1					
10	1				1		1
11	1						
12	1				1		
13					1		1
14					1		
15	1	1			1	1	
16	1				1		
17	1			1	1		
18					1	1	
19	1	1	1		1		
20				1	1	1	1
21				1	1		1
22				1			
23	1				1		
24				1	1	1	
25	1			1	1		
26					1	1	
27					1		
28					1		
29		1	1				
30				1		1	
31		1		1		1	1
32	1						
33	1			1	1		1
Totals / Averages	17	9	4	10	23	10	7

Section 1. Question C. American Sample.

c

A	1.	2.	3.	4.
1		1		
2			1	
3		1		
4		1		
5		1		
6	1			
7	1			
8		1		
9		1		
10		1		
11		1		
12		1		
13		1		
14		1		
15		1		
16	1			
17	1			
18		1		
19	1			
20		1		
21				1
22	1			
23		1		
24	1			
25		1		
26		1		
27			1	
28	1			
29		1		
30		1		
31			1	
32		1		
33		1		
34		1		
35		1		
36		1		
37		1		
38		1		
39			1	
40		1		
41	1			
Totals / Averages	9	27	4	1

Section 1. Question C. Japanese Sample.

c

J	1.	2.	3.	4.
1		1		
2		1		
3	1			
4			1	
5		1		
6	1			
7		1		
8		1		
9			1	
10		1		
11			1	
12	1			
13	1			
14			1	
15	1			
16		1		
17		1		
18		1		
19		1		
20		1		
21	1			
22	1			
23		1		
24	1			
25		1		
26		1		
27	1			
28		1		
29		1		
30		1		
31		1		
32		1		
33		1		
34		1		
35				
36	1			
37				
38				
39			1	
40				
Totals / Averages	10	21	5	0

Section 1. Question C. Japanese-American Sample.

c

JA	1.	2.	3.	4.
1				
2		1		
3		1		
4		1		
5		1		
6		1		
7	1			
8			1	
9		1		
10	1			
11			1	
12			1	
13			1	
14		1		
15		1		
16	1			
17		1		
18		1		
19		1		
20		1		
21		1		
22		1		
23		1		
24		1		
25		1		
26	1			
27	1			
28		1		
29		1		
30			1	
31	1			
32		1		
33		1		
Totals / Averages	6	21	5	0

Section 1. Question D. American Sample.

D

A	shortened	no effect	lengthened
1	1		
2	1		
3	1		
4		1	
5	1		
6			1
7			1
8	1		
9	1		
10	1		
11		1	
12			1
13		1	
14			1
15	1		
16		1	
17	1		
18	1		
19			1
20			1
21		1	
22			1
23			1
24			1
25	1		
26	1		
27	1		
28			1
29	1		
30	1		
31			
32	1		
33	1		
34	1		
35	1		
36	1		
37		1	
38		1	
39		1	
40			1
41			1
Totals / Averages	20	6	12

Section 1. Question D. Japanese Sample.

D

J	shortened	no effect	lengthened
1	1		
2	1		
3	1		
4		1	
5		1	
6	1		
7	1		
8		1	
9	1		
10			1
11		1	
12		1	
13	1		
14		1	
15			1
16	1		
17	1		
18	1		
19	1		
20		1	
21		1	
22	1		
23	1		
24	1		
25	1		
26		1	
27	1		
28	1		
29		1	
30	1		
31	1		
32	1		
33	1		
34	1		
35			
36			1
37			
38			
39		1	
40			
Totals / Averages	22	11	3

Section 1. Question D. Japanese-American Sample.

D

JA	shortened	no effect	lengthened
1			
2	1		
3		1	
4	1		
5	1		
6	1		
7	1		
8	1		
9	1		
10	1		
11	1		
12		1	
13	1		
14		1	
15	1		
16	1		
17	1		
18		1	
19	1		
20	1		
21	1		
22		1	
23	1		
24	1		
25		1	
26	1		
27	1		
28	1		
29			1
30		1	
31	1		
32		1	
33		1	
<b>Totals / Averages</b>	<b>22</b>	<b>9</b>	<b>1</b>



Section Two.

Section 2. Question A. American Sample.

A.

A	1.	2.
1	1	
2	1	
3	1	
4	1	
5	1	
6	1	
7	1	
8	1	
9	1	
10		
11		1
12		
13	1	
14	1	
15	1	
16	1	
17	1	
18	1	
19	1	
20	1	
21	1	
22	1	
23	1	
24	1	
25	1	
26	1	
27	1	
28	1	
29	1	
30	1	
31	1	
32	1	
33	1	
34	1	
35	1	1
36	1	
37	1	
38	1	
39	1	
40	1	
41	1	
Totals / Averages	38	2

Section 2. Question A. Japanese Sample.

A.

J	1.	2.
1	1	
2	1	
3	1	
4		1
5	1	
6	1	
7	1	
8	1	
9	1	
10	1	
11		1
12	1	
13	1	
14		
15	1	
16	1	
17		1
18		1
19	1	
20	1	
21	1	
22	1	
23	1	
24	1	
25	1	
26	1	
27	1	
28	1	
29	1	
30	1	
31	1	
32	1	
33	1	
34	1	
35		
36	1	
37		
38		
39	1	
40		
Totals / Averages	31	4

# Section 2. Question A. Japanese-American Sample.

A.

J-A	1.	2.
1		
2	1	
3	1	
4	1	
5	1	
6	1	
7	1	
8		1
9	1	
10	1	
11	1	
12		1
13	1	
14		1
15	1	
16	1	
17	1	
18	1	
19	1	
20	1	
21	1	
22	1	
23	1	
24	1	
25		1
26		1
27	1	
28		1
29	1	
30		1
31	1	
32	1	
33	1	
Totals / Averages	25	7

Section 2. Question B. American Sample.

B.

A	1.	2.
1		1
2		1
3		1
4		1
5		1
6		1
7		1
8		1
9		1
10		1
11		1
12		1
13		1
14		1
15		1
16		
17		1
18		1
19		1
20		1
21		1
22		1
23		1
24		1
25		1
26		1
27		1
28		1
29		1
30		1
31		1
32		1
33		1
34		1
35		1
36		1
37		1
38		1
39		1
40		1
41		1
Totals / Averages	0	40

Section 2. Question B. Japanese Sample.

B.

J	1.	2.
1	1	
2		1
3	1	
4		1
5		1
6	1	
7		1
8		1
9	1	
10		1
11	1	
12	1	
13		1
14		
15		1
16		1
17		1
18		1
19		
20	1	
21		1
22		1
23		1
24		1
25		1
26		1
27	1	
28	1	1
29		1
30	1	
31		1
32		1
33	1	
34		1
35		
36	1	
37		
38		
39		1
40		
Totals / Averages	12	23

Section 2. Question B. Japanese-American Sample.

B.

J-A	1.	2.
1		
2		1
3	1	
4		1
5		1
6		1
7		1
8	1	
9		1
10		1
11	1	
12	1	
13	1	
14	1	
15		1
16		1
17		1
18	1	
19		1
20		1
21		1
22		1
23		1
24		1
25		1
26	1	
27		1
28		1
29	1	
30		1
31	1	
32	1	
33		1
Totals / Averages	11	21

Section 2. Question C. American Sample.

c.

A.	1.	2.	3.
1		1	
2		1	
3			1
4		1	
5			1
6		1	
7	1		
8		1	
9		1	
10	1		
11		1	
12			1
13			1
14		1	
15		1	
16		1	
17	1		
18		1	
19	1		
20		1	
21		1	
22		1	
23		1	
24		1	
25			1
26		1	
27			1
28			1
29		1	
30		1	
31			1
32		1	
33		1	
34		1	
35		1	
36		1	
37			1
38			1
39		1	
40			1
41		1	
Totals / Averages	4	26	11

Section 2. Question C. Japanese Sample.

c.

J	1.	2.	3.
1		1	
2		1	
3		1	
4	1		
5		1	
6		1	
7		1	
8			1
9			1
10			1
11			
12		1	
13		1	
14		1	
15		1	
16		1	1
17		1	
18		1	
19			1
20		1	
21		1	
22		1	
23		1	
24			1
25		1	
26			1
27		1	
28			1
29		1	
30		1	
31			1
32		1	
33		1	
34		1	
35			
36		1	
37			
38			
39	1		
40			
Totals / Averages	2	25	9



# Section 2. Question C. Japanese-American Sample.

C.

J-A	1.	2.	3.
1			
2	1		
3	1		
4	1		
5			1
6			1
7			1
8			1
9			1
10			1
11		1	
12	1		
13		1	
14		1	
15			1
16	1		
17			1
18		1	
19			1
20			1
21		1	
22		1	
23		1	
24		1	
25		1	
26		1	
27			1
28		1	
29		1	
30	1		
31		1	
32		1	
33			1
Totals / Averages	6	14	12

# Section 2. Question D. American Sample.

D.

A	1.	2.	3.	4.
1			1	
2			1	
3		1		
4		1		
5		1		
6		1		
7				1
8		1		
9			1	
10	1		1	
11			1	
12			1	
13			1	
14		1		
15			1	
16			1	
17			1	
18			1	
19			1	
20			1	
21		1		
22			1	
23			1	
24			1	
25		1		
26		1		
27		1		
28			1	
29		1		
30			1	
31	1			
32		1		
33		1		
34		1		
35		1		
36			1	
37		1		
38			1	
39			1	
40		1		
41			1	
Totals / Averages	2	17	22	1

# Section 2. Question D. Japanese Sample.

D.

J	1.	2.	3.	4.
1		1		
2			1	
3			1	
4				1
5			1	
6			1	
7			1	
8			1	
9		1		
10				
11			1	
12			1	
13			1	
14			1	
15		1		
16			1	
17			1	
18		1		
19			1	
20			1	
21		1		
22			1	
23			1	
24		1		
25		1		
26			1	
27			1	
28			1	
29			1	
30			1	
31		1		
32			1	
33			1	
34			1	
35				
36			1	
37				
38				
39				1
40				
Totals / Averages	0	8	25	2

# Section 2. Question D. Japanese-American Sample.

D.

J-A	1.	2.	3.	4.
1				
2			1	
3				1
4				1
5		1		
6		1		
7			1	
8		1		
9		1		
10				
11		1		
12				1
13		1		
14		1		
15				1
16			1	
17			1	
18			1	
19			1	
20				1
21			1	
22		1		
23				1
24		1		
25			1	
26		1		
27		1		
28			1	
29			1	
30			1	
31			1	
32			1	
33			1	
Totals / Averages	0	11	14	6

## Section 2. Question E. American Sample.

E.

A	stron	disag	sligh	sligh	agree	stron
1					1	
2					1	
3					1	
4				1		
5					1	
6				1		
7						1
8					1	
9					1	
10				1		
11		1				
12						1
13					1	
14					1	
15		1				
16				1		
17				1		
18					1	
19					1	
20					1	
21			1			
22					1	
23					1	
24				1		
25					1	
26					1	
27				1		
28					1	
29					1	
30					1	
31					1	
32					1	
33					1	
34					1	
35					1	
36					1	
37				1		
38						1
39		1				
40			1			
41						1
Totals / Averages	0	3	2	8	24	4

## Section 2. Question E. Japanese Sample.

E.

J	stron	disag	sligh	sligh	agree	stron
1					1	
2					1	
3					1	
4				1		
5				1		
6					1	
7				1		
8			1			
9						1
10						1
11		1				
12				1		
13					1	
14				1		
15					1	
16				1		
17					1	
18				1		
19					1	
20				1		
21				1		
22				1		
23					1	
24			1			
25				1		
26				1		
27					1	
28					1	
29				1		
30						1
31				1		
32				1		
33						1
34				1		
35						
36					1	
37						
38						
39			1			
40						
Totals / Averages	0	1	3	16	12	4

Section 2. Question E. Japanese-American Sample.

E.

J-A	strong	disag	sligh	sligh	agree	strong
1						
2					1	
3					1	
4			1			
5					1	
6					1	
7					1	
8					1	
9					1	
10					1	
11					1	
12		1				
13						1
14				1		
15					1	
16		1				
17					1	
18				1		
19						1
20					1	
21				1		
22					1	
23					1	
24					1	
25			1			
26				1		
27					1	
28				1		
29				1		
30			1			
31					1	
32					1	
33					1	
Totals / Averages	0	2	3	6	19	2

## Section 2. Question F. American Sample.

F.

A	cultura	competitio	equity	debt re	consumer m	technology	OKO
1	5	75	5		5	10	5
2		50	50				
3	20	25	0	0	25	20	10
4	5	90	0	0	0	0	5
5	10	20	15	5	20	20	10
6							
7	5	5	10	5	50	10	5
8	70	10			10		10
9	10	25	15	10		20	20
10							
11	15	15	10		40	15	5
12	5	20	10		20	30	15
13	5	10	5	5	25	55	25
14	40	30			10		20
15	3	90			50	10	7
16		20	20		10	20	30
17	5	20	8	8	20	20	20
18		20	5	5	10	20	50
19	10	10	20		20	20	20
20	10	20	10	10	20	10	20
21	50	5	20	20		5	
22		15			30	15	40
23	10	30	5		30	10	15
24		20	20	20	20	20	
25	20	50	20			10	
26		25			40	20	15
27		20	10		10	20	40
28	20	15	17	10	15	10	13
29	11	20	11			25	33
30	5	25	25	5	10	10	20
31	40	5			10	10	35
32	10		50				40
33			100				
34	5	60	5	10	20		
35							
36	5	50			25	15	5
37	5	30	30	5	10	10	10
38	20	5			50		25
39	5	30	5	5	15	35	5
40	10	25	25		15		25
41			10	10	40	20	20
Totals / Averages	434	925	536	133	675	515	618



## Section 2. Question F. Japanese Sample.

F.

J	cultura	competitio	equity	debt na	consumer n	technology	cro
1		20			30	20	30
2	5	25		10	30	25	5
3		30		20	30	20	
4		25			75		
5	25	25			25	25	
6		15	20	15	30	10	10
7	10	50			25	5	10
8	10	20			20	20	30
9		20			50	10	20
10	15	30			30	25	
11							
12	5	20	10	15	25	10	15
13	33	33			33		
14							
15		30	10	20	5	10	25
16	50	15			15		20
17		20			20	40	20
18		50			30		20
19	16	16		16	16	16	16
20		25			25	50	
21	10	20			40	10	20
22	5	25		5	25	15	5
23							
24	10	20	15	15	15	10	15
25	20	20		20	20	20	
26				33	33	33	
27	5	10	10	5	40	20	10
28							
29							
30			20	50	20	10	
31	10	75		5	10		
32			75	25			
33			20	50	20	10	
34	10	50			20	20	
35							
36		20			40		40
37							
38							
39		10			70	20	
40							
Totals / Averages	239	719	180	304	867	454	311

## Section 2. Question F. Japanese-American Sample.

F.

J-A	cultur	competiti	equity	debt m	consumer	technolog	CEO
1							
2	10	30	40		10	10	
3	15	30			30	15	10
4	10	50			30	10	
5		30	30	20	10	10	
6	15	50			25	5	5
7	15	75			10		
8		10	10	5	60	20	5
9				50			50
10	5	50	10		20	5	10
11	10	30			50	10	
12							
13		40	5	5	10	30	10
14	5	30		5	10		50
15	5	60			25	15	
16	40	10	5	5	5	10	25
17							
18	5	25			30	30	10
19		20	50	25	5		
20	10	40			40	10	
21		50			25	25	
22		50		50			
23							
24	10	20			20	40	10
25						100	
26		30	15		50	5	
27		50			40	10	
28							
29			40	40			20
30	10	20			30	30	10
31	20	30			30	20	
32	50	50					
33							
Totals / Averages	235	880	205	205	565	410	215

# Section 2. Question G. American Sample.

c.

A	stron	disag	sligh	sligh	agree	stron
1			1			
2					1	
3			1			
4		1				
5				1		
6		1				
7						
8					1	
9				1		
10				1		
11	1					
12		1				
13					1	
14		1				
15		1				
16					1	
17	1					
18		1				
19		1				
20				1		
21		1				
22	1					
23		1				
24		1				
25		1				
26		1				
27		1				
28		1				
29					1	
30		1				
31		1				
32					1	
33					1	
34		1				
35				1		
36		1				
37		1				
38		1				
39	1					
40	1					
41	1					
Totals / Averages	6	20	2	5	7	0

Section 2. Question G. Japanese Sample.

G.

J	stron	disag	sligh	sligh	agree	stron
1				1		
2				1		
3				1		
4		1				
5					1	
6		1				
7				1		
8			1			
9					1	
10				1		
11						
12				1		
13				1		
14		1		1		
15			1			
16					1	
17						
18			1			
19				1		
20					1	
21						
22		1	1			
23		1				
24				1		
25			1			
26					1	
27						
28			1			
29			1			
30		1				
31					1	
32			1			
33		1				
34				1		
35						
36			1			
37						
38						
39					1	
40						
Totals / Averages	0	7	9	11	7	0

# Section 2. Question G. Japanese-American Sample.

G.

J-A	stron	disag	sligh	sligh	agree	stron
1						
2			1			
3			1			
4				1		
5		1				
6				1		
7				1		
8		1				
9					1	
10				1		
11				1		
12		1				
13			1			
14				1		
15					1	
16		1				
17				1		
18						
19			1			
20				1		
21		1				
22		1				
23			1			
24		1				
25			1			
26					1	
27			1			
28			1			
29				1		
30		1				
31		1				
32		1				
33				1		
Totals / Averages	0	10	8	10	3	0

# Section 2. Question H. American Sample.

H.

A	1.	2.	3.	4.
1		1		
2	1			
3	1			
4		1		
5			1	
6		1		
7	1			
8			1	
9			1	
10	1			
11	1			
12		1		
13	1			
14		1		
15		1		
16		1		
17	1			
18		1		
19		1		
20		1		
21			1	
22	1			
23	1			
24		1		
25		1		
26		1		
27		1		
28		1		
29		1		
30		1		
31			1	
32		1		
33		1		
34		1		
35	1			
36		1		
37	1			
38	1			
39			1	
40		1		
41		1		
Totals / Aver	12	23	6	0

Section 2. Question H. Japanese Sample.

H.

J	1.	2.	3.	4.
1		1		
2		1		
3		1		
4	1			
5		1		
6	1			
7		1		
8	1			
9		1		
10		1		
11				
12		1		
13	1			
14		1		
15		1		
16		1		
17		1		
18			1	
19		1		
20		1		
21		1		
22	1	1		
23		1		
24		1		
25		1		
26		1		
27	1			
28		1		
29	1			
30	1			
31		1		
32		1		
33	1			
34			1	
35				
36		1		
37				
38				
39	1			
40				
Totals / AVER	10	24	2	0

Section 2. Question H. Japanese-American Sample.

H.

J-A	1.	2.	3.	4.
1				
2		1		
3		1		
4		1		
5		1		
6		1		
7			1	
8			1	
9		1		
10		1		
11			1	
12			1	
13		1		
14		1		
15		1		
16	1			
17		1		
18			1	
19			1	
20		1		
21		1		
22			1	
23		1		
24		1		
25		1		
26			1	
27		1		
28		1		
29		1		
30			1	
31		1		
32	1			
33		1		
Totals / Ave	2	21	9	0



## Section 2. Question I. American Sample.

I.

A	strongly	disagree	slightly	slightly	agree	strongly
1						
2					1	
3			1			
4				1		
5				1		
6				1		
7				1		
8		1				
9		1				
10			1			
11					1	
12		1				
13					1	
14	1					
15		1				
16			1			
17				1		
18			1			
19				1		
20				1		
21					1	
22				1		
23			1			
24					1	
25						1
26				1		
27			1			
28					1	
29					1	
30				1		
31						
32					1	
33					1	
34			1			
35					1	
36				1		
37				1		
38		1				
39	1					
40			1			
41		1				
Totals / Ave	2	6	8	12	10	1

Section 2. Question I. Japanese Sample.

I.

J	strongly	disagree	slightly	slightly	agree	strongly
1		1				
2					1	
3				1		
4					1	
5					1	
6					1	
7					1	
8					1	
9				1		
10					1	
11					1	
12				1		
13					1	
14				1		
15		1				
16					1	
17					1	
18				1		
19					1	
20					1	
21				1		
22				1	1	
23					1	
24				1		
25					1	
26					1	
27					1	
28				1		
29					1	
30					1	
31				1		
32				1		
33					1	
34		1				
35						
36					1	
37						
38						
39						1
40						
Totals / Aver	0	3	0	11	22	1

Section 2. Question I. Japanese-American Sample.

I.

J-A	strongly	disagree	slightly	slightly	agree	strongly
1						
2					1	
3				1		
4				1		
5			1			
6				1		
7					1	
8					1	
9					1	
10				1		
11					1	
12				1		
13					1	
14				1		
15				1		
16					1	
17				1		
18						
19					1	
20				1		
21					1	
22					1	
23				1		
24	1					
25				1		
26					1	
27					1	
28				1		
29			1			
30				1		
31				1		
32					1	
33				1		
Totals / Ave	1	0	2	15	13	0

Section 2. Question J. American Sample.

J.

A	strongly	disagree	slightly	slightly	agree	strongly
1				1		
2					1	
3				1		
4				1		
5					1	
6				1		
7					1	
8				1		
9				1		
10						
11				1		
12					1	
13					1	
14						1
15					1	
16			1			
17					1	
18			1			
19		1				
20					1	
21					1	
22					1	
23				1		
24					1	
25					1	
26					1	
27		1				
28				1		
29					1	
30					1	
31					1	
32					1	
33				1		
34				1		
35					1	
36					1	
37				1		
38					1	
39					1	
40					1	
41					1	
Totals / Ave	0	2	2	12	23	1

Section 2. Question J. Japanese Sample.

J.

J	strongly	disagree	slightly	slightly	agree	strongly
1				1		
2					1	
3					1	
4				1		
5					1	
6						
7				1		
8					1	
9					1	
10					1	
11						
12						
13					1	
14				1		
15				1		
16				1		
17				1		
18					1	
19					1	
20				1		
21					1	
22				1	1	
23					1	
24					1	
25					1	
26				1		
27						
28			1			
29				1		
30					1	
31				1		
32				1		
33					1	
34				1		
35						
36				1		
37						
38						
39					1	
40						
Totals / Aver	0	0	1	15	17	0

## Section 2. Question J. Japanese-American Sample.

J.

J-A	strongly	disagree	slightly	slightly	agree	strongly
1					1	
2				1		
3					1	
4				1		
5				1		
6					1	
7				1		
8					1	
9					1	
10				1		
11			1			
12		1		1		
13				1		
14					1	
15				1		
16					1	
17					1	
18						
19					1	
20				1		
21						1
22					1	
23					1	
24	1					
25				1		
26					1	
27					1	
28				1		
29					1	
30			1			
31					1	
32					1	
33					1	
Totals / Ave	1	1	2	11	17	1

Section 2. Question K. American Sample.

K.

A	strongly	disagree	slightly	slightly	agree	strongly
1					1	
2					1	
3			1			
4					1	
5					1	
6				1		
7					1	
8			1			
9					1	
10				1		
11					1	
12					1	
13					1	
14				1		
15					1	
16					1	
17					1	
18			1			
19				1		
20				1		
21				1		
22					1	
23				1		
24					1	
25					1	
26					1	
27						
28						1
29						1
30					1	
31						
32					1	
33					1	
34					1	
35				1		
36				1		
37						
38					1	
39	1					
40			1			
41		1				
Totals / Aver	1	1	4	9	21	2

# Section 2. Question K. Japanese Sample.

8.

J	strongly	disagree	slightly	slightly	agree	strongly
1					1	
2					1	
3				1		
4					1	
5						1
6				1		
7					1	
8					1	
9					1	
10					1	
11					1	
12				1		
13					1	
14						1
15					1	
16						1
17					1	
18				1		
19						1
20					1	
21				1		
22					1	
23						1
24				1		
25					1	
26					1	
27					1	
28					1	
29						1
30				1		
31				1		
32					1	
33				1		
34					1	
35						
36				1		
37						
38						
39						1
40						
Totals / Avar	0	0	0	10	19	7



Section 2. Question K. Japanese-American Sample.

K.

J-A	strongly	disagree	slightly	slightly	agree	strongly
1						1
2				1		
3					1	
4				1		
5				1		
6				1		
7					1	
8				1		
9					1	
10					1	
11			1			
12				1		
13					1	
14				1		
15				1		
16					1	
17				1		
18				1		
19						1
20				1		
21					1	
22		1				
23				1		
24						
25				1		
26				1		
27					1	
28					1	
29			1			
30					1	
31					1	
32					1	
33				1		
Totals / Ave	0	1	2	15	12	2

## Section 2. Question L. American Sample.

L.

A	short term	long term
1	1	3
2	<3	>3
3	3	10
4	<2	>2
5	3	7
6	2	5-10
7	2	10
8	1	5
9	3	10
10		
11	1-5	6+
12	3	10
13	1-5	5-10
14	1-3	5-10
15	3-5	10-20
16	3	7
17	5	50
18	3	10
19	3-5	10
20	2	5
21	1	5
22	3-5	6+
23	1	7
24	1	5
25	1-2	5-10
26	1	3
27	1	5
28	3	12
29	3	10
30	2-3	10+
31		
32	1	5
33		
34	1	6
35		
36	3	10
37	3	10
38	2	10
39	5-10	>10
40	1-2	7-10
41	3	10
Totals / Aver	2	7

Section 2. Question L. Japanese Sample.

L.

J	short term	long term
1	3	10
2	5	10
3	1	5
4	10	20
5	2	6
6	1	5
7		
8	5	15
9	3	10
10	3	5
11		
12		
13	1	4
14	2	5
15	3	6
16	1-5	5-15
17	2	4
18	3	10
19	1	2
20	2-5	4-7
21	1	3
22	1-5	8
23	5	10
24	1	3
25	4	6
26	5	10
27	1	3
28		
29		
30	1	5
31	2	4
32	5	10
33	1	5
34	3	7
35		
36	3	10
37		
38		
39	5	10-20
40		
Totals / Aver	2	6

# Section 2. Question L. Japanese-American Sample.

L.

J-A	short term	long term
1	1	3
2	7	15
3	3	10
4	10	20
5	1-3	3-5
6	2	6
7	3	9
8	2	5
9	2	5
10	1	8
11	1	5
12		
13	2	7
14	1	5
15	1	5
16	1-5	10
17	4	8
18		
19	1	5
20	2-3	5-7
21	2	5
22	3	5
23	2-3	5-6
24	1-2	5-10
25	5	10
26	1	10
27	1	3
28	5	15
29	3	20
30	3	10
31	1-2	5-7
32	1	5
33	2	5
Totals / Ave	2	7

## Section 2. Question M. American Sample.

M.

A	strongly	disagree	slightly	slightly	agree	strongly
1			1			
2		1				
3		1				
4				1		
5		1				
6				1		
7		1				
8		1				
9					1	
10						
11		1				
12		1				
13						
14		1				
15					1	
16			1			
17				1		
18			1			
19			1			
20				1		
21						
22				1		
23			1			
24						
25				1		
26		1				
27						
28				1		
29				1		
30				1		
31						
32				1		
33				1		
34						
35				1		
36						
37						
38		1				
39	1					
40						
41		1				
TOTALS / AVER	1	11	5	12	2	0

Section 2. Question M. Japanese Sample.

M.

J	strongly	disagree	slightly	slightly	agree	strongly
1	1					
2			1			
3					1	
4		1				
5		1				
6				1		
7			1			
8		1				
9		1				
10						
11					1	
12				1		
13				1		
14		1				
15		1				
16			1	1		
17				1		
18				1		
19			1			
20				1		
21				1		
22				1		
23			1			
24					1	
25				1		
26		1				
27					1	
28			1			
29			1			
30				1		
31				1		
32						
33				1		
34				1		
35						
36			1			
37						
38						
39		1				
40						
Totals / Ave	1	6	8	14	4	0

# Section 2. Question M. Japanese-American Sample.

M.

J-A	strongly	disagree	slightly	slightly	agree	strongly
1						1
2				1		
3					1	
4				1		
5			1			
6				1		
7				1		
8		1				
9		1				
10					1	
11		1				
12				1		
13				1		
14				1		
15					1	
16				1		
17					1	
18				1		
19				1		
20					1	
21					1	
22		1				
23					1	
24						
25					1	
26		1				
27					1	
28				1		
29				1		
30		1				
31					1	
32				1		
33				1		
Totals / Ave	0	6	1	14	10	1

Section Three.

Section 3. Question A. Japanese-American Sample.

A.

J-A	1.	2.	3.	4.	5.
1		1			
2					
3				1	
4					
5					
6	1				
7	1				
8	1				
9					1
10		1			
11				1	
12				1	
13	1				
14				1	
15		1			
16		1			
17	1				
18		1			
19	1				
20	1	1			
21	1				
22				1	
23	1				
24					
25				1	
26				1	
27	1				
28		1			
29				1	
30				1	
31		1			
32		1			
33					
Totals / Average	10	9	0	9	1



# Section 3. Question B. Japanese-American Sample.

8.

J-A	1.	2.	3.	4.
1		1		
2				
3	1			
4				
5				
6		1		
7		1		
8			1	
9		1		
10		1		
11			1	
12				1
13			1	
14				1
15		1		
16	1			
17		1		
18			1	
19			1	
20		1	1	
21			1	
22			1	
23			1	
24				
25			1	
26		1		
27		1		
28			1	
29		1		
30		1		
31		1		
32		1		
33				
Totals / Average	2	14	11	2

# Section 3. Question D. Japanese-American Sample.

D.

J-A	1.	2.	3.	4.	5.
1				1	
2					
3			1		
4					
5					
6		1			
7		1			
8				1	
9				1	
10			1		
11			1		
12				1	
13		1			
14	1				
15			1		
16		1			
17		1			
18			1		
19		1			
20		1			
21		1			
22				1	
23		1			
24					
25				1	
26			1		
27		1			
28			1		
29			1		
30			1		
31			1		
32			1		
33			1		
<b>Totals / Average</b>	<b>1</b>	<b>10</b>	<b>12</b>	<b>6</b>	<b>0</b>

Section 3. Question E. Japanese-American Sample.

E.

J-A	strongly	disagree	slightly	slightly	agree	strongly
1					1	
2						
3					1	
4						
5						
6				1		
7					1	
8					1	
9		1				
10					1	
11					1	
12		1				
13					1	
14				1		
15				1		
16					1	
17				1		
18				1		
19						1
20		1			1	
21				1		
22					1	
23				1		
24						
25				1		
26				1		
27				1		
28				1		
29					1	
30				1		
31						1
32				1		
33						
Totals / Avera	0	3	0	13	11	2

# Section 3. Question F. Japanese-American Sample.

F.

J-A	1	2
1	1	
2		
3	1	
4		
5		
6		1
7		1
8		1
9	1	
10		1
11		1
12	1	
13	1	
14		1
15		1
16	1	
17		1
18		1
19	1	
20	1	1
21		1
22		1
23		1
24		
25		1
26	1	
27		1
28		1
29	1	
30	1	
31	1	
32	1	
33	1	
Totals / Avera	14	16

Section Four.

Section 4. Question A. American Sample.

A.

a.	1.	2.	3.	4.
1				
2	58	n	ceo	4.0
3	38	n	functional manager	4.0
4	42	n	managing director	2.0
5	64	n	chairman	6.0
6				
7	64	n	ceo / chairman	16.0
8				
9	53	n	sr. managing direc	7.0
10	42	n	sup. strategic pla	4.0
11	57	n	ceo	6.0
12	55	n	executive	5.0
13	46	n	president aia	3.0
14				
15	46	n	executive	4.0
16	51	n	executive director	8.0
17	44	n	vp/director planni	4.0
18	46	n	vp planning	1.0
19	47	n	vice chairman	5.0
20	36	n	sr. consultant	4.0
21	46	f	strategic planning	4.0
22	50	n	senior vp - strat	3.5
23	44	n	director strategic	3.0
24	40	f	vp and manager	4.0
25	54	n	vp - strategic man	1.0
26		n	vp - strategy	4.0
27	50	n	senior vice presi	10.0
28	44	n	sr. vp. corporate	5.0
29	42	n	vp strategic manag	3.0
30	37	n	director - corpora	3.0
31	40	f	assist vp marketin	0.3
32	46	n		6.0
33				
34	39	n	director corporate	2.0
35		n		
36	44	n	vp - strategic pla	2.0
37	41	n	director - strateg	1.0
38	51	n	partner	2.0
39	52	n	director - strateg	3.0
40	36	n	ex. asst.	1.0
41				
Totals / Averages	47	35	33	4.2

# Section 4. Question A. Japanese Sample.

A.

J	1.	2.	3.	4.
1	72	n		2.0
2				
3	47	n	assistant to chair	3.0
4				
5				
6	63	n		1.0
7				
8				
9	43	n		1.5
10				
11				
12	40	n	secretary to presi	2.0
13				
14				
15	32	n		3.0
16				
17				
18	65	n	president	4.0
19				
20				
21	43	n	general manager	1.0
22				
23				
24	66	n		7.0
25				
26				
27	52	n		1.5
28				
29				
30	36	n	manager	1.0
31				
32				
33	36	n	manager	
34				
35	70	n	chairman	40.0
36	42	n	manager - office o	2.0
37				
38				
39				
40				
Totals / Averages	50	14	8	5.3

# Section 4. Question A. Japanese-American Sample.

A.

JA	1.	2.	3.	4.
1	37	m	vice president	1.0
2		m		
3	50	m	general manager	5.0
4	63	m	strategic planner	11.0
5	55	m	executive vice-pr	15.0
6	38	m	planner	2.0
7				
8	47	m	branch manager	3.0
9	46	m	general manager	4.0
10	40	m	general manager p	2.0
11	47	m	senior manager	3.0
12				
13	54	m		
14	47	m	vice president	20.0
15	45	m	branch planning	5.0
16	59	m	general manager /	21.0
17	37	m	vice president	2.0
18				
19	32	m	vice president	5.0
20	55	m	general manager	
21				
22	50	m	general manager	2.0
23				
24	50	m	executive vice pr	18.0
25	43	m	planner	4.0
26	45			3.0
27	35	m	strategy developm	2.0
28				
29	30	m	a.v.p.	3.0
30	33	m	finance manager	2.0
31	45	m	joint general man	1.0
32	33	m	manager	1.0
33	49	m	chief financial c	18.0
Totals / Averages	45	26	24	6